**DEFENSE CONTRACT
MANAGEMENT COMMAND
INFORMATION RESOURCES
MANAGEMENT (IRM) PLAN**

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FOREWORD

The Federal Systems Integration and Management Center (FEDSIM) would like to thank those involved in the development of this document.

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ABSTRACT

The *Defense Contract Management Command (DCMC) Information Resources Management (IRM) Plan* establishes the strategic direction for effectively managing the Command's information resources and identifies the key initiatives needed for IRM support to the Command. The *DCMC IRM Plan* directly supports the mission goals and objectives articulated in the *DCMC FY97 Business Plan*. DCMC Headquarters personnel and senior members of the Defense Contract Management Districts (DCMD) identified the information resource initiatives incorporated in the *DCMC IRM Plan*.

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EXECUTIVE SUMMARY

The *Defense Contract Management Command (DCMC) Information Resources Management (IRM) Plan* presents DCMC's comprehensive approach for employing information technology (IT) to better perform its mission of providing contract management services to its customers.

As DCMC continues to experience sweeping Federal legislative changes, widely dispersed Department of Defense (DoD) commitments, shrinking workforce, and constrained budgets, the Command has turned to IT as a means of streamlining operations and maximizing resources. IT has become a cornerstone in DCMC's ability to provide contract administrative services to its customers.

Technology alone; however, cannot meet DCMC's numerous challenges. Technical and business managers are working together to utilize the elements of each discipline to its fullest potential. Today's environment requires a seamless integration of business and technology in which business processes are re-engineered to incorporate technical capabilities.

DCMC is building an enterprise architecture that will effectively integrate processes, hardware, software, telecommunications, and data for the future. DCMC has acquired enterprise management software that will automate and centralize the management and administration of local and remote DCMC computer assets. This software will provide DCMC the ability to control the existing client/server environment and ensure successful deployment of future applications from two central District locations.

DCMC's future architecture is built on a set of cohesive technologies, including:

- Standardization of hardware, software, and telecommunications to promote a free exchange of information with DCMC and throughout DoD.

- Shared data to enhance multiple DoD users' ability to store, access, and maintain commonly used data while eliminating duplication.

- Electronic media enabling DCMC users to electronically exchange, access, process, manipulate, retrieve and store data via the Internet, World Wide Web, electronic mail, document management processes, and electronic commerce/electronic data interchange (EC/EDI).

- Telecommunications sufficient to support the increase in electronic data exchange. The requirement for robust Wide and Local Area Networks is increasing as DCMC moves toward a "paperless" office and the enterprise architecture migrates applications to centralized processing.

- Hardware capable of processing the full range of textual, numeric data, video, and sound.

- Common Operating Environment (COE) promoting software development that complies with the Defense information infrastructure COE.

- Software Migration from legacy systems to standard systems employing a shared data warehouse architecture.

These technologies comprise the overall framework in which DCMC is creating a modernized electronic organization. Within this framework, DCMC identified 47 critical initiatives that will provide the technology and functionality necessary for an integrated enterprise architecture. These initiatives are categorized as follows:

- **DoD-Wide Initiatives** are large-scale projects used by agencies throughout DoD to facilitate procurement and contract administration. DCMC is a Program Management Office for some of these DoD-Wide Automated Information Systems.

- **DCMC Corporate Initiatives** include Command-wide projects that provide administrators the ability to manage DCMC efforts in meeting business goals.

- **Functional Application Initiatives** provide the functional support for DCMC employees to conduct contract administration efficiently and effectively. Examples include Automated Configuration Tracking System (ACTS), Pre-Award Survey System (PASS), and Termination Automated Management System (TAMS), to name a few.

- **Infrastructure Initiatives** focus on state-of-the-art tools to support the application systems, i.e., hardware, telecommunications, EC/EDI, and the Internet.

- **Support Initiatives** assist the DCMC workforce in using and managing the technology obtained.

This Plan details the DCMC IRM community's contributions and support to the DCMC mission. Each initiative in the Plan directly supports **Performance Goal 2.1.6** in the *DCMC FY97 Business Plan.* Matrices in Section 5 link each IRM initiative to the DCMC goals and objectives it supports. Schedules of significant milestones for each initiative are contained in Appendices F through J.

DCMC's pro-active approach to planning, acquiring, and managing resources enables the Command to develop an integrated enterprise architecture in which all processes and resources focus on providing contract management support. This focus reinforces DCMC's dedication to providing *the right people, at the right place, at the right time.* This focus supports DCMC's vision to be a recognized acquisition "Center of Excellence."

TABLE OF CONTENTS

TABLE OF CONTENTS (Cont'd)

TABLE OF CONTENTS (Cont'd)

Page

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LIST OF EXHIBITS

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1. INTRODUCTION

The Department of Defense (DoD) and the Defense Logistics Agency (DLA) are undergoing an extensive transformation in the processes and techniques they employ to conduct business. As the Defense Contract Management Command (DCMC) examines new approaches to meeting their mission, information technology (IT) continually comes to the forefront as a means of improving the way DoD does business. The *DCMC Information Resources Management (IRM) Plan* provides the framework through which DCMC will acquire the IT necessary to meet its challenges.

1.1 Background

DCMC has embraced IT as a fundamental tool in fulfilling its mission of Contract Administration Service (CAS) support to DoD components, National Aeronautics and Space Administration (NASA), and other Federal and international agencies. The Command's highly skilled workforce of acquisition professionals rely on information resources to provide services ranging from pre-contract support to contract termination and close-out. DCMC's contract support is a critical element in DLA's combat support to the warfighter in war and peace. With offices and representatives worldwide, DCMC provides *THE RIGHT PEOPLE, AT THE RIGHT PLACE, AT THE RIGHT TIME.*

The intricacies of Government contracting for logistical support, coupled with the rapidly changing technology, have resulted in an unprecedented challenge for DCMC information resource managers. Corporate and functional processes are being automated to offset the decrease in staff. Application systems are increasingly complex, thereby taxing the capacity of current hardware. The volatile technical market offers a wide diversification of computing platforms, operating systems, and software products. Processing is migrating from the mainframe to a distributed environment necessitating more powerful hardware on the desktop. Electronic mail (e-mail), the Internet, video-teleconferencing, and interactive processing are placing increasing demands on telecommunication facilities that are often already overloaded and cumbersome.

DCMC SUPPORT

1-1   **Exhibit 1-1**

DCMC's expanding CAS mission is driving a marked increase in information processing capabilities. At the same time, the evolving technologies are requiring continual upgrades in equipment and telecommunications support. These demands come at a crucial time in which DCMC is heeding the call to "do more with less." Managers are tasked with handling the burgeoning workload while streamlining operations, reducing budgets, and personnel. Downsizing is pressuring managers to work with fewer resources while the demand for complex systems and robust infrastructures is increasing. These challenges are forcing business and information resource managers to restructure their approach to business and the information systems they use to conduct that business.

Today's environment requires a seamless integration of business functions and technology to fulfill the mission. Professionals in both disciplines must work as a team to integrate the DCMC's business processes and technologies. The IRM community must look past IRM and focus on corporate-level issues and their effect on DCMC. The business staff must pursue technology as a means of reengineering business processes to maximize efforts and resources. This exchange of information and expertise is critical to developing an environment in which DCMC can effectively align business and technology.

1.2 Plan Objectives

The *DCMC IRM Plan* is a high-level overview of DCMC's approach to information resources for the short-term and long-term future. This Plan provides DCMC managers, administrators, and support personnel a roadmap to plan, budget, and manage future assets. The IRM staff should use this Plan to become familiar with DCMC's direction for information resources and specific IRM initiatives and to prepare to support applications and infrastructure initiatives upon deployment.

This Plan is not intended to provide the tactical details required to implement or deploy specific processes, systems, or resources. Detailed information on costs, schedules, and taskings are available from the Project Officers listed in one of the enclosed Appendices.

DCMC has developed a standardized approach to providing automated support. This Plan documents those standards for information resources. As DCMC continues to move toward a "paperless office," the Command can no longer afford the proliferation of operating systems, software, and platforms assembled over the past several years. This wide diversification of resources hampers the free exchange of information among users and degrades service required to perform the mission. In order to provide a conducive work environment, all information resources acquired by DCMC will comply with the standards set forth in this document.

The information resource initiatives documented in this Plan support the DCMC goals and objectives stated in the *DCMC Fiscal Year (FY) 97 Business Plan*. Each initiative contributes to the accomplishment of multiple goals and objectives. Matrices in Section 5 link each IRM initiative to the goals and objectives the initiative supports.

This Plan is a "living document" and will be revised to reflect changes in DCMC's IRM initiatives and efforts or significant changes in related DLA planning documents. Readers are encouraged to provide comments to Headquarters DCMC for consideration in the FY98 *DCMC IRM Plan*.

1.3 Responsibilities for Information Resources

Responsibility for acquiring and deploying information resources is a DCMC team effort with planning, budgeting, operational personnel, and users working together to ensure resources meet the needs of the Command. In addition, DCMC's various IRM shareholders play an active role in support of the Command's IRM efforts.

Roles and responsibilities for IRM relative to each organizational component and shareholder include:

- **DCMC Headquarters** provides Command oversight, oversees resources, and provides guidance and policy for IRM direction.

- **Defense Procurement Corporate Information Management (CIM) Systems Center (DPCSC)** is the Standard Procurement System (SPS) program management office. DPCSC manages the life cycle development and deployment of SPS and other DCMC functional applications that process contracting business functions. In addition, DPCSC is responsible for acquiring and deploying hardware, operating systems, and telecommunication resources that support the DCMC applications, to name a few.

- **District Offices** provide information resources for the Contract Administration Offices (CAO) within their geographic area. Districts operate local area networks (LAN) and wide area networks (WAN) and, under the DCMC Enterprise Management Architecture, are the central locations for managing and administering local and remote computer resources. The District "F" shops are the first line support to automated systems used by contract administrators to provide CAS. "F" shops are responsible for directing automated data processing/telecommunication (ADP/T) plans, procedures, resources, and activities; automated information systems (AIS); and office automation programs within their geographical area of responsibility. The "F" shops provide liaison, scheduling, and planning support during testing, deployment, and AIS operation. Additionally, the "F" shops are responsible for deploying application software and operating and maintaining the LANs and WANs.

- **CAOs** serve as the principal interface with customers and contractors in the direct delivery of CAS, providing end-user computing (EUC) support to all DCMC personnel.

- **IRM Users** play a critical role in acquiring and deploying information resources. Users provide the main source for identifying system functional requirements,

testing systems to validate their operability, and providing feedback on system capabilities.

- **Functional Automation and System Support Team (FASST)** provides corporate technical support for DCMC-wide AISs. This support spans the full range of life cycle activities including, but not limited to, system design and development, evaluation, deployment, testing, training, and problem resolution. As highly skilled specialists in the field of IRM and contract administration, FASST members also represent DCMC on interagency/interservice projects, meetings, boards, panels, and advisory teams.

- **Office Computing Working Group (OCWG)** provides technical assistance and management for the life cycle development of DCMC's AIS infrastructure projects. OCWG also serves as a forum for proposing and implementing standards throughout DCMC. OCWG is responsible for providing a technical infrastructure capable of easily accommodating applications without major modifications and delays. Members include representatives from Operational Assessment and Programming (AQB), Executive Directors for Contract Management Policy (AQO), Executive Director for Procurement Corporate Information Management (AQAC), District personnel, Defense Logistics Agency - Information Services (DLA-CAN), and DLA System Design Center (DSDC).

- **Integrated Product Teams (IPT)**, comprised of representatives from the project management, technical, and functional areas, are tasked with developing and deploying AISs to support the CAS mission. DCMC has two levels of IPTs: the Overarching IPT (OIPT) is responsible for reviewing and overseeing each project; while the Working-level IPT (WIPT) is responsible for project definition, development, deployment, and training. Section 4, IRM Planning Process, expands on the members and responsibilities of each IPT.

- **Programs and Systems Advisory Team (P/SAT)** is an interservice/ interagency forum for identifying and resolving automated data processing (ADP) problems and recommending policy and system changes to delegated contract management and payment operations.

- **Program Executive Officer (PEO)** is the senior individual responsible for activities within their respective organization. AQO and AQB are the designated PEOs for functional AISs that support their respective business areas/process. AQAC is the designated PEO for infrastructure initiatives.

  PEO leads OIPT for projects within their business areas and, when delegated by the Deputy Director for Acquisition, may also serve as the Milestone Decision Authority (MDA) for the project.

1-4

- **Program Manager** for all DCMC AIS acquisitions is the Director for Procurement Corporate Information Management (PCIM). As Program Manager, the Director manages project resources, costs, and development efforts and chairs the DCMC Configuration Control Board (CCB).

- **MDA** is the DCMC Commander or Command-delegated individual responsible for monitoring and approving the progress of each IRM project or performance and authorizing continuation of the projects.

DCMC suppliers/developers who play a specific role in providing IRM services include the following organizations:

- **DSDC** provides design and development support for corporate and functional application systems. DSDC has been working on a process improvement effort to improve its capability to produce software and was recently certified as a Level II Software Developer.

- **Defense Information Systems Agency (DISA)** serves as DCMC's telecommunications manager for the Defense Information Systems Network (DISN) and provides operational support for the SPS/Mechanization of Contract Administration Services (MOCAS) AIS through the Defense Megacenter in Columbus, Ohio.

- **DLA Administrative Support Center (DASC)** provides operational support for select DCMC AISs and DLA Headquarters networks. Support includes, but is not limited to, client/server, LAN, and WAN operation; personal computer (PC) application development; PC computer configuration; and voice/communication-related services such as the video teleconferencing (VTC) support.

1.4 Plan Organization

This Plan is organized in the following sections:

- **Section 1** provides background information, states the plan objectives, delineates roles and responsibilities, and outlines the plan organization.

- **Section 2** briefly presents the *DCMC FY97 Business Plan* and discusses the business goals and objectives this plan supports and DCMC's perspective on IRM.

- **Section 3** presents the DCMC IRM technical environments, focusing on the technologies that shape the Command-wide Enterprise Management Architecture. These technologies--electronic media, shared data, telecommunications, common operating environments (COE), standardization,

software migration, and hardware--are the building blocks that form the foundation for DCMC's IRM efforts.

- **Section 4** details DCMC's planning process for information resources.

- **Section 5** identifies the technical IRM initiatives DCMC identified as critical to achieving an integrated enterprise architecture. The initiatives are categorized as **DoD-Wide**, DCMC Corporate, Functional Application, Infrastructure, and Support Initiatives. This section describes each initiative and how it supports DCMC's ability to provide CAS. Matrices correlate each initiative with the DCMC goals and objectives in the *DCMC FY97 Business Plan*.

- **Section 6** discusses the concept of risk assessment within the IRM environment.

- **Section** 7 summarizes the *DCMC IRM Plan*.

- **Appendix A** lists the acronyms used in this document.

- **Appendix B** presents a glossary of terms.

- **Appendix C** provides information on DLA's strategic planning and performance documents.

- **Appendix D** summarizes DCMC major system accomplishments during FY96. This appendix discusses projects that are currently utilized and are being maintained and/or enhanced.

- **Appendix E** lists the project officers and telephone numbers for the initiatives identified in Section 5.

- **Appendices F through J** present the schedules for each initiative category. These appendices are included as detachable appendices as they are subject to frequent updates. The schedules project the fiscal quarter in which significant activities are currently scheduled e.g., environmental and functional tests, deployment, and training. Specific dates can be obtained from the appropriate Project Officers (PO).

2. DCMC FY97 BUSINESS PLAN

The *DCMC FY97 Business Plan* documents DCMC's mission and its detailed approach to fulfilling that mission. The Plan presents the basis for DCMC's "bottom-up" and "top down" approach to strategic planning.

In addition to presenting DCMC's planning approach, the *DCMC FY97 Business Plan* incorporates the *DCMC FY97 Performance Plan.* The Performance Plan delineates the goals, objectives, and performance measures for each business area within DCMC.

2.1 DCMC Mission

DCMC was established as a cohesive point for CAS to support DLA's overall mission. Specifically, DCMC identifies material and industrial production requirements necessary to

> *DCMC Mission -* DCMC provides contract management services in support of the Army, Navy, and Air Force, as well as DLA buying activities, NASA, other Government agencies, and foreign organizations.

support mobilization of the armed forces in the event of a national emergency. The program identifies quantities of select material, negotiates pre-mobilization production schedules with industry, and maintains production capability data of vital segments of the industrial base.

In achieving this support, DCMC reviews contractor's internal systems to ensure compliance with contract or Federal requirements and conducts pre- and post-award functions. Pre-award functions are performed prior to the award of a contract to include pre-award surveys, cost/price proposal evaluation, and negotiation of Forward Pricing Rate Agreements. Post-award functions are performed after contract award to include receipt of contractual documents, assuring contractor/Government compliance, performing contractor entitlements, and disposing of contracts.

> *DCMC's Vision -* To be recognized as an acquisition "Center of Excellence" providing our customers the right mix of contract strategies, provisions, and post-award involvement to ensure right item, right time, and right price based on expert knowledge of industry technical and business processes across products, corporations, and industrial sectors.

2.2 DCMC Goals and Objectives

The DCMC Executive Council developed five goals and corresponding objectives that are critical to accomplishing its mission. These goals and objectives provide the means by which DCMC will provide worldwide contract management to DoD components, NASA, and other designated Federal and international organizations.

The DCMC goals coincide with the DLA goals, support the DCMC Commander's "Top 10 Challenges," and are consistent with the *DLA IRM Strategic Plan*. Information on DLA's mission and planning documents is included in Appendix C, DLA Planning Documents.

2.3 DCMC IRM

This *DCMC IRM Plan* presents the IRM community's contributions to accomplishing the DCMC organization goals and objectives. The plan identifies more than 40 IRM initiatives currently under development that will enhance CAO EUC capability, upgrade and standardize hardware and operating systems, streamline business processes, and provide the training and abilities necessary to operate the automated tools. Matrices in Section 5 correlate the DCMC initiatives with the DCMC goals and objectives they support.

The *DCMC FY97 Performance Plan*, Performance Goal 2.1.6, requires that DCMC "... support information technology initiatives by deploying 90 percent of the projects in the Information Resources Management (IRM) Plan on schedule (By the target completion date committed to in the IRM Plan)."

To evaluate the IRM community's effectiveness in providing automated support, DCMC selected 23 of the initiatives as a means of measuring performance. Performance goals, indicators, and improvement criteria were developed for each initiative. These performance measures will be used to evaluate the IRM community's progress in toward completing the initiatives, thereby supporting the overall DCMC mission and goals.

The projects listed in the *DCMC FY97 Performance Plan* are noted in the matrices in Section 5. (The *DCMC IRM Plan* is one of the 23 projects but is not listed in Section 5.)

3. DCMC IRM ENVIRONMENT

The complexity of the DCMC business and technical environments contributes to the challenge of providing state-of-the-art information resources throughout the Command. Although the nature of DCMC business remains CAS, the principles of doing business today are rapidly changing. Faced with increased competition, cultural changes, shifting markets, and tighter budgets, DCMC must continually fine tune its processes to provide cost effective services to its customers. DCMC is meeting these challenges through an intense and iterative planning process as documented in the DCMC Business Plan, DCMC Enterprise Management Plan, and this IRM Plan.

DCMC is working toward providing an integrated, enterprise architecture for processing CAS information. The new enterprise architecture is DCMC's proactive approach to entering the 21st century. The integrated enterprise architecture will transition the current environment of diversified platforms, telecommunications capabilities, stovepipe applications, and equipment to a structured Command-wide architecture comprised of standardized equipment, software, programming, and user interfaces, common data shared among users, and electronic capabilities.

Exhibit 3-1 illustrates DCMC's transition from the current architecture to the proposed architecture. As illustrated in the Exhibit, DCMC application processing is accomplished on a three-tier architecture. The current system is diversified with processing distributed throughout the organization. DCMC is rapidly moving toward the integrated enterprise architecture in which the first tier, operated by the DISA Megacenter in Columbus, Ohio, hosts the large DoD-Wide systems. The second tier includes DCMC application processing and administration of LANs and WANs which will be consolidated at the District data centers. The District "F" Shops will serve the focal point for corporate application, HelpDesk, database administration, and configuration management (CM) support. The personal or user tier will provide EUC. This architecture will realize the

CURRENT HARDWARE, TELECOMMUNICATIONS OPERATING, APPLICATION SYSTEMS		FUTURE HARDWARE, TELECOMMUNICATIONS, OPERATING, APPLICATION SYSTEMS
IBM/Plug Compatible OS/MVS Supra SNA, TCP/IP MOCAS	1ST TIER DATA STORE	POSIX ORACLE TCP/IP SPS/SDW
HP-UX, 3B HP I40, 877,T520, 725, 750 Solaris, SCO UNIX, ORACLE NT 4.0 Server Novell 4.1, NT Unify IPX/SPX Compaq Server Internet DCMC Functional Applications	MID TIER	HP T520 Multiprocessor, scalable HP UX 10.x Win NT Server 4.x Compaq Servers ORACLE TCP/IP T-1 Lines, Internet Database Administration DCMC Functional Application
386, 486, 586, Pentium 14", 15", 17" Monitors DOS WIN 3.10, 3.11, 95, NT MS Office Pro Access DBMS CC:Mail; MS Mail/Exchange Lotus 123 Harvard Graphics AmiPro Documetrix NT Workstation TCP/IP, IPX/SPX, NT Netware NT Cisco 56KB, T-1 Powerplay/Impromptu	3RD TIER	586 Multimedia 17" monitor Win NT Win 95 Microsoft Office Products T-1, 512KB Lines WWW Documetrix Powerplay/Impromptu

DCMC TIER ARCHITECTURE

Exhibit 3-1

benefits of standardization, yet provide the flexibility needed to meet DCMC unique user requirements. In moving to a more standardized architecture, DCMC will be simplifying its approach to processing, ultimately reducing overall IT costs.

To reach its target architecture, DCMC identified principal technologies that are crucial to obtaining the capabilities needed. These technologies encompass the functionalities and capabilities DCMC is striving for in an integrated enterprise architecture. These technologies are the building blocks for tomorrow's technical challenges.

By focusing on these technologies, DCMC is developing a solid foundation for building its enterprise architecture. This foundation provides the guidelines within which DCMC identified and developed specific DoD-Wide, DCMC Corporate, Functional Application, Infrastructure, and Support Initiatives. Without these technologies, DCMC cannot succeed in implementing the integrated enterprise architecture crucial to supporting the workforce.

This section provides a high-level overview of DCMC's efforts and challenges relative to each technology. These technologies represent a major paradigm shift that will require reshaping, education, and training of the workforce, and are part of a fully integrated plan.   Specific IRM initiatives, related to one of the technology areas, are discussed in Section 5.
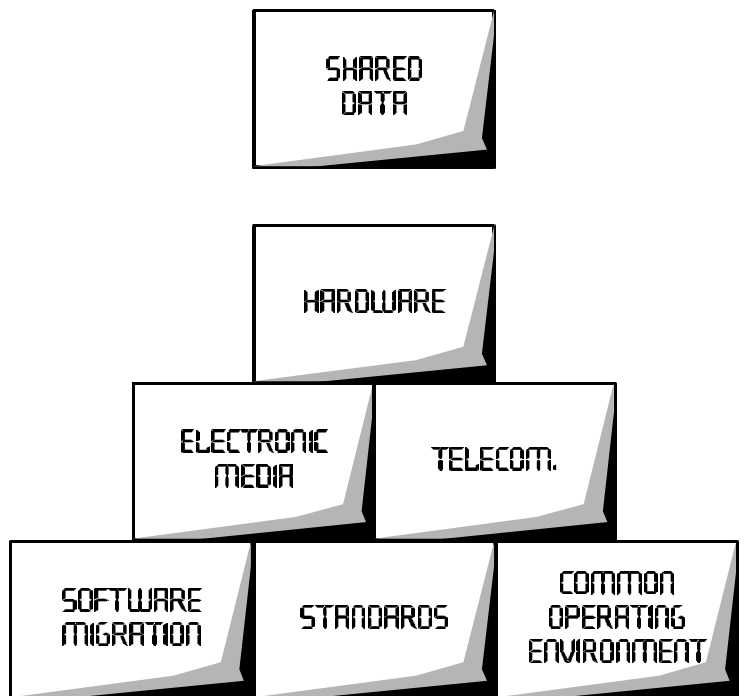
DCMC'S BUILDING BLOCKS

Exhibit 3-2

Electronic Media - The increase in telecommunications capabilities and transmission speeds has fueled the Government and industry demand for electronic media. Electronic media offers a plethora of methods for electronically transmitting data, including the Internet, e-mail, electronic commerce/electronic data interchange (EC/EDI), and document management. As DCMC's initiatives move the workforce toward a paperless environment, users are discovering the numerous advantages of electronically accessing, processing, manipulating, retrieving, and storing data. The electronic IT tools available to the DCMC workforce will help increase productivity through efficiency and effectiveness and responsiveness to the customer.

The Internet has opened up a wide range of possibilities. DCMC has developed a World Wide Web (WWW) HomePage on which DCMC information is continually being expanded

and updated to incorporate the most current Command policies, processes, reference material, contract data, and training materials. WWW is rapidly becoming the principal media for communicating with DCMC employees, ensuring that employees have access to all the information needed to stay abreast of DCMC's progress.

E-mail has virtually replaced the postal service throughout many offices and sites. E-mail provides almost instant transmission of data. The E-mail Administration WIPT is working on standardizing protocols, thereby enabling DCMC users to send and receive larger documents.

EC/EDI has become a buzz word for Government and industry throughout the past several years. The computer-to-computer technology is allowing Government and business to simplify business transactions and increase efficiency and productivity. EC encompasses all forms of computerized buying and selling. EDI, as a subset of EC, is the computer-to-computer or application-to-application transfer of business documents in a standard format.

DCMC identified 167 business forms that are EC/EDI potential. The computerized transmission of purchase orders, invoices, shipping notices, and payments requires the cooperation of both the Government and industry, as both partners must agree upon standard formats. DCMC is working with customers and contractors to expand EC/EDI application technology. The benefits of EC/EDI are unlimited as it saves time and money. With an automatic computer-to-computer exchange, the need to re-key information is eliminated. As a result, business transactions are processed quickly and accurately.

Document management enables the DCMC staff to electronically manage documents and their process. Specific areas of effort include electronic storage, access, and select processing of Official Personnel Files in digital formats; contract file folders for storing contract information in digital formats; and document workflow tracking system.

The successes and progress in each of these areas brings DCMC closer to its goal of a "paperless office" in which business functions and processes are conducted electronically and paper copies become a thing of the past.

Shared Data - Over the years, DCMC has assembled a diverse array of databases to support its numerous business functions. Servers worldwide collected, stored, and processed information for multiple end users needing access to the same timely, consistent, accurate information to make business decisions to support the mission. As the proliferation of databases continued, DCMC was faced with processing the same information for different functional processes.

This need for information drove DCMC to develop a shared database warehouse (SDW) in which multiple users throughout DoD can access the same information. This sharing of data will enhance DCMC's ability to store, process, and maintain data while eliminating duplicate data. Additionally, sharing data allows for more timely access to the data and more accurate, up-to-date information. Sharing data is critical to the development and operation of DoD standard systems such as SPS.

Telecommunications - The ability to electronically transmit and access information is critical to the DCMC workforce. Without access to the required data, contract administrators can not fulfill their responsibilities. As DCMC migrates more applications to the mid-tier platforms, the need for more robust WANs and LANs will increase. This requirement for access is compounded by the geographical diversity of the workforce with many DCMC contract specialists working at small contractor or remote worldwide contractor sites that do not have adequate telecommunications support.

Although DCMC has made definite progress in this area, the need for faster, more efficient telecommunications is a continuing requirement. The current initiatives, including SDW, ALERTS, Termination Automated Management System (TAMS), Electronic Data Access (EDA), EC/EDI, WWW, and imaging, will necessitate even faster, more robust connectivity.

DCMC is undertaking numerous studies and surveys to identify potential sources of telecommunications and tools to help maximize assets. The continual upgrade and expansion of telecommunication must be commensurate with the future requirements for electronic interchange. Specific initiatives are discussed in Section 5.4.12, Network Access and Telecommunications.

Common Operating Environment (COE) - The Defense Information Infrastructure (DII) COE concept provides a set of guidelines and standards and a structured approach to building interoperable systems, collecting reusable software components, and developing a software infrastructure for supporting mission area applications. The guidelines and standards specify how to reuse existing software, and how to properly build new software so that integration is seamless and, to a large extent, automated. COE is hardware-independent, operating on a range of open systems platforms running under standards-based operating systems.

DCMC supports migration to DII COE systems. All DCMC software providers will comply with the DII COE guidelines and standards when developing AISs. Non-compliant systems will not be accepted. In addition, all hardware acquired by DCMC will be COE compliant.

COE represents a departure from traditional development programs in that it emphasizes incremental development and fielding. Migration to DII COE requires Agencies obtain and use common architectures, standards, and procedures. Use of these common elements is expected to reduce risk, promote flexibility and interoperability, increase accountability, better correlate mission needs with current technology and market conditions, and result in cost reductions.

Standardization - Standardization is a key element in DCMC attaining its target enterprise architecture. DCMC has established Command-wide standards that will promote a free exchange of information among DCMC users and customers and, ultimately, reduce the

overall IT costs to the organization. All information resources acquired for use within DCMC will comply with the standards contained in Section 5.4.

DCMC is continuing to migrate to an open systems environment (OSE) in which "open standards" are adhered to without proprietary biases. As discussed above, open systems allow for interoperability among computer systems by defining common interfaces. Systems can be revised or expanded by adding individual support hardware. Changes in user location are easily made within and between different open system networks; moving users between applications is facilitated by standard interfaces.

DISA, as a key player in providing policy guidance for standard information systems within DoD, is supporting DCMC's efforts in acquiring standard hardware, LANs, WANs, long-haul communication lines, and other state-of-the-art tools that will enable them to perform their mission and functions effectively and efficiently.

OCWG has developed a standard office computing environment configuration that incorporates technical components, options, protocols, standards, formats, and office software. These standards expand the current functional capabilities, providing word processing, spreadsheet, and database capabilities as well as access to functional applications and e-mail. The standard configuration gives DCMC's workforce the electronic tools necessary to do their jobs efficiently and will enable DCMC to more freely exchange data and communicate throughout the Command. It is DCMC policy that all office computing products will comply with the DCMC standards noted in Section 5.4. DCMC e-mail products are OSE and Defense Messaging Service (DMS) compliant to facilitate data exchange throughout DoD.

Software Migration - DCMC is migrating its current legacy systems to standard systems using standard data employing a SDW architecture. By using shared data, DCMC is able to reduce the number of databases for each major business area and move its legacy systems into the same environment as the impending SPS. Improved data accuracy is another major benefit of migrating legacy systems to a SDW.

DCMC is working with functional managers, users, and technical personnel trained in engineering, testing, implementation, and maintenance of information systems to develop migration and testing strategies to ensure that systems meet mission requirements and business goals.

Hardware - DCMC is committed to providing state-of-the-art hardware for its employees. Data is no longer restricted to textual and numeric elements stored in a large database or file but encompasses photographs, drawings, video, and sound. PCs will be configured with the hardware and software to process the full range of data. DCMC is upgrading workstations, purchasing new software, and has validated the need for greater bandwidth over the local and long-haul communications networks. The PC standard configuration is discussed in Section 5.4.

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4. IRM PLANNING PROCESS

Today's rapidly changing technology is forcing private industry and Government agencies to continually reassess and upgrade their information resources. As a result, DCMC is in a constant state of planning, acquiring, developing, testing, and deploying information resources throughout the Command. This section discusses the general approach to planning and acquiring AISs within DCMC. This information is provided as a high-level overview of the complexity of the planning and acquisition process. Project personnel involved in acquiring AISs for DCMC should reference DCMC, DLA, and DoD regulations and policies for detailed requirements.

Information resource acquisition is a complex process. DCMC Policy Memorandum No. 96-40, Subject*: Automated Information Systems (AIS) Acquisition Process (POLICY),* dated September 9, 1996, documents the Command's structured approach to acquiring AISs. Additionally, DCMC published the *Procedure for New/Existing Non-MAISRC/DAISRC Automated Information Systems (AIS) Acquisitions*, to supplement and expand on Policy 96-40. The DCMC publications implement specific acquisition procedures detailed in DoD Directive 5000.1 and DoD 5000.2.R. The DCMC planning process is based on the DoD methodology.

DoD, DLA, and DCMC documents outline specific tasks and requirements for acquiring information resources. Projects are categorized on pre-determined dollar thresholds:

- **Major Automated Information System Review Counsel (MAISRC)** projects have a single year cost of $30M, total program cost in excess of $120M, and total life cycle cost of more than $360M.

- **Defense Automated Information System Review Counsel (DAISRC)** projects have a program cost of $5 million per year or $25 million over the life cycle.

- **DCMC Approved** projects have a program cost of up to $1M.

The DCMC guidance details a progressive, four-phased approach to planning and acquiring DCMC approved AISs that are less than $1M. Exhibit 4-1 illustrates DCMC's phased approach to AIS planning and acquisition. Each phase is preceded by a milestone decision point in which the DCMC Executive Council reviews the proposed project and approves continuation or termination of the project. This approach to IRM has been tailored to meet DCMC planning requirements for application and infrastructure projects.

Since IRM projects vary in size, scope, and costs, DCMC project teams should tailor the tasks, documentation, and milestone decision to be commensurate with the project's size, scope, cost, and risk. The milestone decision points for non-MAISRC/DAISRC AIS acquisitions should, at a minimum, approve the need for AIS; validate and approve the functional requirements; validate and approve the system design, functionality, and

operation; and approve the subsequent deployment of the successfully tested system.
Additional milestone decision points can be incorporated for major, multi-year AISs.

Phase 0 Need Validation	Phase I Program Definition	Phase II Development And Testing	Phase III Fielding and Deployment
Identify and evaluate alternatives. Define concepts relative to cost, schedule, performance, benefits. Define general requirements, tradeoffs, and acquisition and test and evaluation strategies.	Define design approaches and technologies. Refine requirements, costs, interoperability, and acquisition strategy. Develop planning documentation.	Finalize design, develop system. Test according to master plan. Identify and correct deficiencies.	Modify system as required. Deploy systems. Conduct training.

DCMC'S PHASED APPROACH TO AIS PLANNING AND ACQUISITIONS

Exhibit 4-1

Documentation requirements for DCMC AISs is contained in the DCMC Policy No. 96-40, Section 6. Documentation requirements can be combined for smaller projects as appropriate.

DCMC's approach to acquiring AISs incorporates the Integrated Product and Process Development (IPPD) management technique. IPPD management approach integrates all acquisition activities from requirements definition through development, fielding and deployment, and operational support. The IPPD concept optimizes the design, development, and business and supportability processes. Under this concept, the Program Manager (PM) is responsible for all aspects associated with the project, including analyses, funding, development, acquisition, deployment, and scheduling.

As illustrated in Exhibit 4-2, DCMC Program Management Process, planning for information resources begins prior to Phase 0 of the DoD/DCMC acquisition life cycle approach. All AIS acquisitions are driven by the functional users' need for resources to fulfill their mission responsibilities. Therefore, PEOs, functional users, and OCWG continuously monitor capabilities and mission requirements to identify the need for automated resources. These needs may be new AISs, enhancements to existing capabilities, or streamlining opportunities to maximize resources or reduce costs.
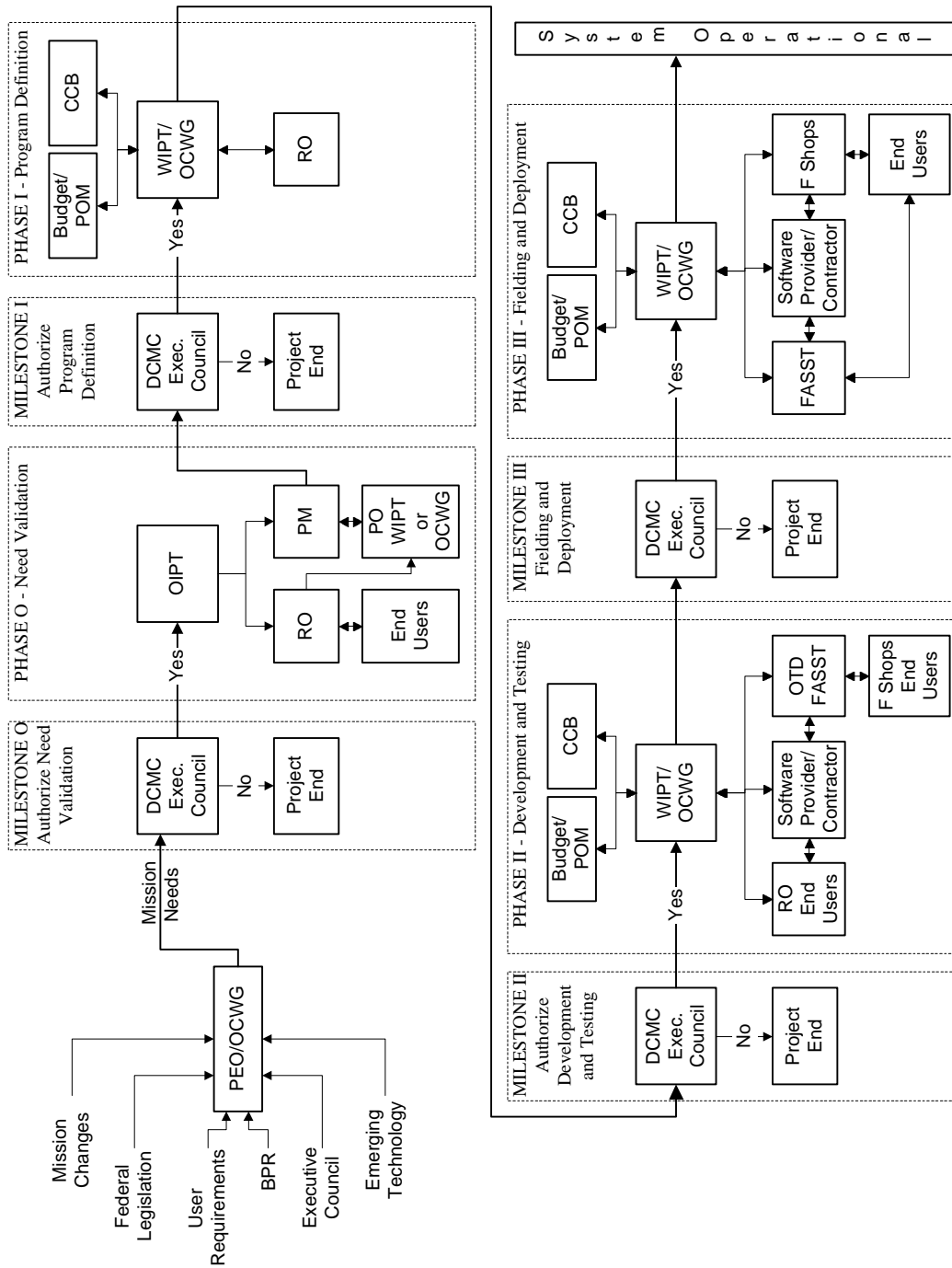
PROGRAM MANAGEMENT PROCESS

Exhibit 4-2

Functional mission requirements and technical infrastructure changes result from business process re-engineering (BPR) efforts, DCMC Executive Council proposals, emerging technologies, user requirements, and Federal Legislation, e.g., Federal, Office of the Secretary of Defense (OSD), DoD, DISA, and DLA.

OCWG and PEO work to integrate business functions and technology; incorporating emerging technologies, participating in BPR efforts to redesign business processes based upon technical capabilities, and coordinating functional and technical requirements to validate the infrastructure can adequately support the business processes.

Once a need is identified, the proponent (either PEO or OCWG) prepares documentation identifying the need for consideration by the DCMC Executive Council. In this documentation, the proponent, at a minimum, assesses the current function, processes, and/or capabilities; describes the deficiencies or problems associated with the current method or system; and proposes a new AIS, upgrade or enhancement to the current capabilities, or cost saving opportunity. The level of detail contained in this document is dependent upon the size and complexity of the project. A high-level Operational Requirements Document (ORD) can be prepared at this point to identify the need. (ORD is expanded in subsequent phases as specific information is obtained.) The DCMC Executive Council, chaired by the DCMC Commander, must approve all proposed AIS projects.

Milestone 0. At this point, the proposed project enters into the formal planning process. The purpose of Milestone 0 is to determine if the mission need identified by the proponent is valid and whether or not a project should be pursued. For this milestone, the proponent presents the documentation identifying the need to the DCMC Executive Council for consideration. The Executive Council's decision terminates or authorizes continuation of the project. This approval does not authorize acquisition or development of the project, but rather authorizes the conduct of studies into the feasibility of acquiring the resources.

Phase 0. Approved projects enter into Phase 0, Need Validation. The purpose of Phase 0 is to define the requirements, methodologies, strategies, alternatives, and plans necessary to develop software or acquire resources.

The DCMC Executive Council designates an OIPT to review and oversee each project. OIPT is comprised of the following:

- PEO from AQO, AQB, or AQAC. PEO from the business area submitting the requirement will lead OIPT.

- District DCMC Executive Council Members. District Commanders will assist PEO in the role of functional users.

- Requirements Officer (RO). A Headquarters Team Chief selected by PEO will serve as the RO.

- The Director, AQAC. Designated PM for all DCMC AIS acquisitions.

- Operational Test Director (OTD). Usually one of the District Commanders. OTD is assisted by a member of the District FASST.

- Technical Director (TD).

PM assigns projects directly to OCWG for processing or selects a PO to form and lead a WIPT. WIPT, with PM oversight, assumes responsibility for all aspects of the project under the IPPD concept. WIPT members include:

- RO designee

- Functional users and technical infrastructure staff from each District

- AIS policy/standards staff from DLA-CAN

- Design and systems engineering staff from DSDC or DISA (as appropriate)

- Contracting staff, when required, from a contracting organization designated by PM

WIPT/OCWG develops alternative solutions to satisfying the functional needs, evaluating each alternative to determine its relative merits. The most feasible solutions are further investigated and analyzed to determine costs, schedules, performance, and tradeoffs.

Milestone I. The purpose of Milestone I is to determine if a new acquisition is warranted and to approve the project. To receive approval, WIPT/OCWG presents the required documentation to the DCMC Executive Council. The Executive Council reviews the documentation and authorizes continuation or termination of the project. Approved projects enter into Phase I, Program Definition.

Phase I. The purpose of Phase I is to define functional requirements and prepare and test designs to determine the most appropriate. During this phase, RO works with functional users to refine system requirements and develop or expand ORD, Functional Requirements Document (FRD), and/or Operational Concept Description (OCD).

WIPT/OCWG prepares a preliminary Program/Project Management Plan with appropriate program baseline information or an Acquisition Program Baseline (APB) document. Additionally, WIPT/OCWG will develop the acquisition and test and evaluation strategies.

WIPT/OCWG works with the software provider or contractor to define the system concepts and approaches and parallel technologies. Prototyping, demonstrations, and modeling are considered, if appropriate, to reduce risk. Additionally, WIPT/OCWG establishes a requirements baseline and continues to analyze and expand on previously prepared documentation, e.g., the Acquisition Strategy, Test and Evaluation Master Plan (TEMP).

In accordance with the IPPD concept, PM is responsible for obtaining funding for IT projects. To acquire funding, WIPT/OCWG estimates the project's life cycle costs and submits funding requests through the Program Objective Memorandum (POM) and annual budget cycles. POM, as DoD's long-range budget forecasting program, projects life cycle costs for 5 years. POM submissions are made bi-annually. As the project progresses, subsequent POM submissions more accurately reflect the life cycle cost of the project.

For annual funding, WIPT/OCWG submits funding requirements through DCMC's regularly scheduled submission cycle. These requirements are made each year to request funding for the next fiscal year. The DCMC Comptroller consolidates all budget requests for review and approval by the DCMC Executive Council prior to submission to DLA Headquarters.

OCWG/WIPT submits the functional baseline to the DPCSC CCB. DPCSC CCB reviews the baseline to determine the effect the proposed system may have on existing or planned DCMC AISs.

Milestone II. Once completed, WIPT/OCWG presents the results of the Phase I efforts to the DCMC Executive Council for Milestone II approval. The purpose of Milestone II is to determine if the project warrants development or acquisition. The DCMC Executive Council reviews the documentation and determinations or recommendations from CCB. The DCMC Executive Council either approves the program for Phase II, Development and Testing, or terminates the project.

Phase II. The purpose of Phase II is to develop and test the project in preparation for deployment. If the project is acquiring infrastructure upgrades, WIPT/OCWG ensures that the equipment fully meets all requirements. For application software, WIPT/OCWG works with the software developer and RO to translate the approach into a detailed design that meets all DCMC requirements. WIPT and OCWG coordinate requirements confirming that the current hardware and operating and telecommunications systems can sufficiently accommodate the workload.

During this phase, WIPT/OCWG:

- Monitors system development ensuring that the software developer or contractor is progressing in compliance with the Statement of Work

- Coordinates the requirements baseline with the DPCSC CCB

- Refines and submits funding requests through POM and annual budget cycles

Additionally at this time, OTD and FASST work with the Districts' "F" shops to identify test sites. OTD and FASST oversee functional, environmental, and initial operation capability tests. The software provider or hardware contractor correct any problems and the system is retested.

Milestone III. The purpose of Milestone III is to approve deployment of the system. The DCMC Executive Council reviews the system development and tests results and either approves the project for Phase III, Fielding and Deployment, or terminates the project.

Phase III. The purpose of Phase III is to deploy the system and train the users. During this phase, WIPT/OCWG, FASST, system/software developer, and "F" shops schedule deployment and training. The system/software developer fields the system with assistance from FASST. FASST initiates training programs to train IRM administrators and users.

DPCSC CCB reviews all changes to the associated software and infrastructure to ensure the product baseline accurately reflects the systems interfaces and capabilities.

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5. DCMC TECHNICAL IRM INITIATIVES

DCMC is experiencing an unprecedented demand for IT as the Command's workforce requires increased access to on-line, accurate, timely information. As a result of this demand, functional applications are increasingly more complex; corporate applications are being deployed to better measure performance and identify areas for improvement; the workforce requires faster transmission speeds and more robust telecommunications; newer, more powerful computers are required to process application software; and systems are under increasing pressure to support rapid movement of personnel worldwide.

The solution to these challenges is no longer solely the product of technical managers but is the result of the combined efforts of functional and technical professionals. The application of technology must incorporate a seamless integration of business objectives and technology. Only through joining of business and technical disciplines is DCMC able to effectively integrate processes, hardware, software, telecommunications, and data to build an enterprise architecture for the future.

The DCMC Command-wide Enterprise Management approach is a major step for DCMC in both orientation and action. With this effort, DCMC recognizes information resources and IT as enterprise-level assets and takes the steps necessary to coordinate and focus those assets on business results. The *DCMC Enterprise Management Plan* will integrate all processes of the organization under one umbrella plan, while still retaining the individuality of each component. Exhibit 5-1 illustrates the major *DCMC Enterprise Management Plan* components.

This enterprise approach to system development, versus the previous parochial "stovepipe" approach, will move DCMC toward the ultimate goal of providing an information architecture which allows the effective, efficient use and sharing of one of DCMC's most vital assets - its data.
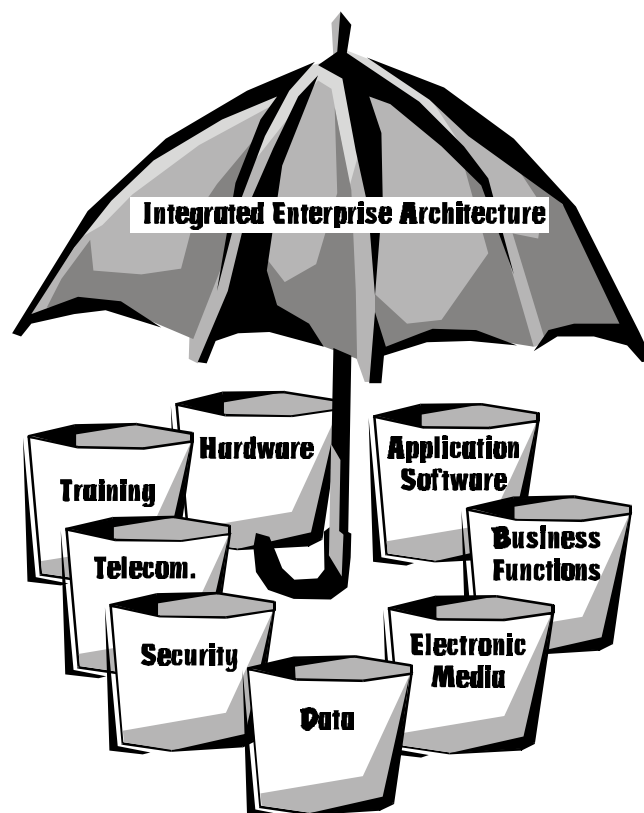
DCMC ENTERPRISE APPROACH

Exhibit 5-1

DCMC is building an enterprise architecture through standardization and interoperability of hardware and software; common operating systems; faster, more robust telecommunications to allow for increase electronic exchange of data; common data, thereby eliminating duplication of effort; and better integration of its systems. To achieve

this state, DCMC identified 47 key initiatives that will lead the organization to a cost effective, integrated enterprise architecture capable of fulfilling customer requirements. These initiatives include DoD and DCMC-wide functional and management applications AISs, hardware and telecommunication upgrades, structured program management methodologies, and personnel focused programs. This plan categorizes the technical IRM initiatives into five groups:

- *DoD-Wide Initiatives* are large-scale projects used by agencies throughout DoD to facilitate procurement and contract administration. DCMC is the Program Management Office for some of these DoD-Wide Automated Information Systems.

- *DCMC Corporate Initiatives* include Command-wide projects that provide administrators the ability to manage DCMC efforts in meeting business goals.

- *Functional Application Initiatives* provide the functional support for DCMC employees to conduct contract administration efficiently and effectively.

- *Infrastructure Initiatives* focus on providing state-of-the-art tools to support the DoD-Wide, DCMC corporate, and functional application systems, e.g., hardware and telecommunication systems.

- *Support Initiatives* assist the DCMC workforce in using and managing the technology obtained, e.g., training.

DCMC developed these initiatives to improve critical CAS to DoD and other Federal and international agencies. All DCMC initiatives support one or more of the DCMC goals and objectives stated in the *DCMC FY97 Business Plan*. Matrices trace the individual initiatives to the specific DCMC goals and performance objectives they support. The DCMC goals and objectives are discussed in Section 2.2. Initiatives identified as tasks in the *DCMC FY97 Performance Plan* are indicated by an asterisk (*) in the individual matrices. Although all initiatives are being pursued, the tasks noted in the *DCMC Performance Plan* are considered areas of focus during FY97 and are being used to measure performance in the IRM arena.

Since IRM projects are traditionally multi-year efforts, many of the initiatives described in this section are in various stages of development or implementation. Initiatives documented in the *DCMC FY96 IRM Plan* that have been deployed and are being maintained or enhanced are discussed in Appendix D, DCMC FY96 Accomplishments.

This section briefly describes each initiative relative to its purpose and benefits. Additional information can be obtained from the appropriate PO as listed in Appendix E. Initiative schedules are contained in Appendices F through J. The schedules contain fiscal quarters in which significant activities are projected, e.g., environmental and functional tests, deployment, and training. Specific dates are available through POs.

5.1 DoD-Wide Initiatives

DCMC is developing two large DoD-Wide AISs that provide procurement and contract specialists the functionality to complete their mission. Although these AISs are being developed for use by multiple DoD agencies, the systems directly support DCMC mission efforts.

Exhibit 5-2 links the DoD-Wide initiatives with the DCMC business goals and objectives they support. The DoD-Wide Initiative Schedule in Appendix F provides projected development, testing, deployment, and training timeframes. The IRM staff should monitor the DCMC HomePage or contact the appropriate PO for specific project dates and changes.

5.1.1 Standard Procurement System (SPS)

SPS is the single AIS for procurement which will be used throughout DoD. SPS replaces the existing legacy AISs that jointly handle contract placement (pre-award) and contract administration (post-award). SPS provides a fully functional AIS which will standardize the procurement business practices and data elements throughout DoD.

SPS is being acquired using the procedures for commercial items under the Federal Acquisition Streamlining Act of 1994. Two Indefinite Delivery/Indefinite Quantity (IDIQ) contracts were awarded in August 1996 for SPS application software (with upgrades), licenses, site surveys, installation, maintenance, documentation and training. Each of the two contractors' versions of the SPS applications have been deployed to 8 Demonstration/Validation sites and 2 test sites (a total of 18 sites) for evaluation. DCMC Atlanta and DCMC Texas Instruments have evaluated the different SPS applications.

SPS application software will be delivered in four major releases: the initial release was delivered in September 1996 and seven EC/EDI transactions sets were delivered in November 1996. The second major release was delivered in December 1996. The third software release will occur in February 1998 and the fourth release will be delivered in February 1999. Both scheduled and unscheduled maintenance releases will be provided during the interim periods.

The Demonstration/Validation phase included demonstration testing and evaluation (DT&E) and concluded in January 1997. This was be followed by Initial Operational Testing and Evaluation (IOT&E), which was completed in March 1997, with a down select completed in April 1997.

DCMC GOALS	Perform CAS			Improve Organization and Processes			Perform/Improve Business Processes			Customer Requirements		Promote Workforce
OBJECTIVES	Pre-CAS	Post-CAS	Post-Deliv	Acquisition Process	Risk Mgmt	Tools	Perform Mission	Improve Mission	Enhance Perform	Customer Feedback	Reimb Business	Center Excel
*SPS	√	√	√	√	√	√	√	√	√		√	√
SDW	√	√	√	√	√	√	√	√	√		√	√

*Initiative in the *FY97 DCMC Performance Plan.*

DoD-Wide INITIATIVES

Exhibit 5-2

At the conclusion of the down select period, the SPS contractor will be selected through the exercise of a contract option with the one vendor supporting full deployment to all procurement users in DoD. The host Military Department or Defense Agency will provide and maintain the SPS hardware, including mid-tier, and supporting environmental software with which SPS operates, including the platform operating system, network operating system (NOS), and telecommunications. Based on a future Joint Interoperability Test Command (JITC) IOT&E report that will determine SPS is operationally effective and suitable for component use in late Spring 1997, deployment will begin to the first 100 sites with approximately 4,800 users. These sites will be primarily those activities with non-automated and semi-automated systems.

Later deployment will follow and SPS will be deployed to base operations, inventory control points, major weapons system sites, and finally to DCMC. SPS will be tentatively deployed DCMC-wide in mid-to-late 1999.

At the end of deployment in 2001, SPS will be available to approximately 47,000 users located at more than 900 sites, and have available approximately 300 procurement-related functions. As requirements and DoD policy changes, additional functionalities will be required. These new requirements will be added as necessary. SPS is a dynamic program that can readily respond to the changing procurement environment.

Through the use of shared data and interfaces, SPS will cooperatively interface with a multitude of other functional areas, including logistics and finance applications. Data from the acquiring community and the Defense Finance and Accounting Service (DFAS) will be shared by all users. Data on a contractual document will be written directly to this shared database and be available for use by multiple business units. SPS will utilize EDI as one means to transfer data to the shared database and external entities. Exhibit 5-3 illustrates the SPS functional areas.

SPS will provide benefits through paperwork reduction, elimination of data re-entry, reduction of manual processes, reduction of unmatched disbursements and negative unliquidated obligation balances, elimination of duplicate databases, and facilitation of faster payments.

DCMC is currently migrating toward SPS through the inclusion of DCMC contract administration and production functionality in the system, as well as through the implementation of SDW. This SDW repository will enable DCMC applications other than

ELECTRONIC DATA
- EC/EDI
- Search and Retrieval
- Electronic Signature Capability
- Contractor Performance
- Corporate, Shared Data

PREPARE CONTRACT
- Perform Procurement Planning
- Solicit Offers
- Award Contracts

REFERENCE LIBRARIES
- Operational Experience
- The State of the Contracting Practice
- SRP&P
- Contract Performance Data
- Oversight Analysis
- Proposed Programs & Procurement Issues

ELECTRONIC FILING
- Archive Contract Files
- Automatically Link Documents
- Maintain Contract Data/Information

ELECTRONIC FORMS
- SF 254, 255
- SF 1409, 1419
- DD 350
- SF 129
- DD 1707
- Etc.

ADMINISTER CONTRACTS
- Modify Contract
- Authorize Payment
- Closeout Contract
- Etc.

SPS INFORMATION ARCHITECTURE

Exhibit 5-3

SPS to have access to procurement data for their applications and to update and create information necessary to the procurement process.   The other applications that will integrate with SPS through the repository include Property Management/Plant Clearance, Quality Assurance, Transportation and Packaging, and Customs. This single logical database will also provide the integration point for all organizations involved with, associated to, or interested in DoD procurement including finance, logistics, or industry. Exhibit 5-4 illustrates DCMC's transition timeline to SPS.
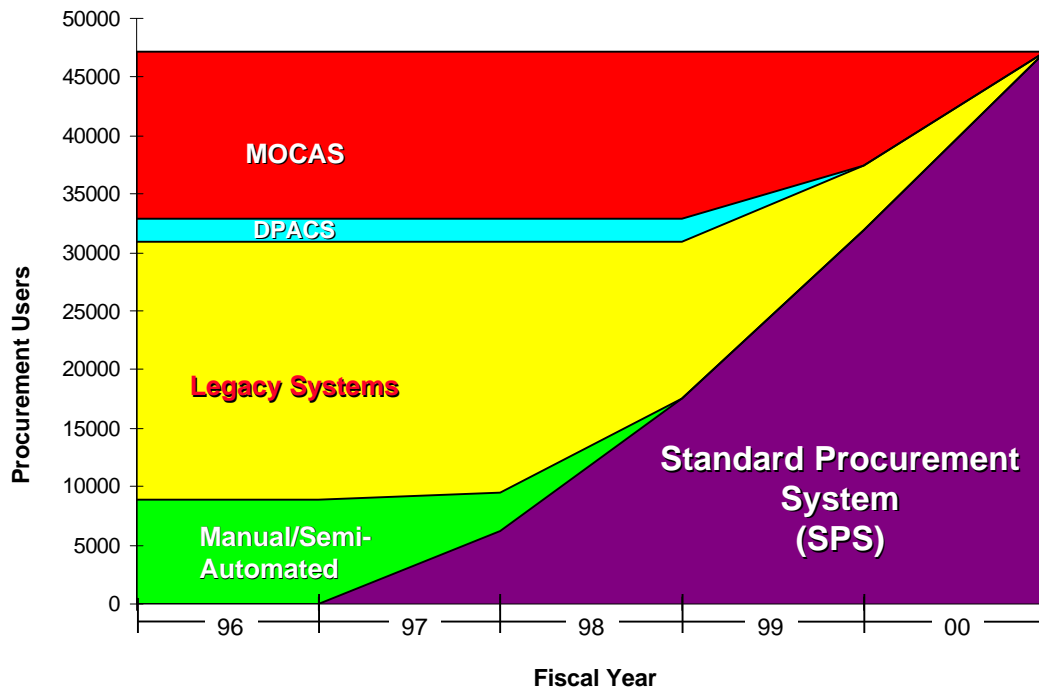
SPS/MOCAS TRANSITION

Exhibit 5-4

5.1.2 Shared Data Warehouse (SDW)

SDW is DoD procurement's central repository for common procurement, contract management, and contract entitlement and payment information. As the cornerstone of SPS, Defense Procurement Payment System, and other DCMC systems, this repository will provide the functionality to access a single source for all contracting data entered into SDW, and provide a powerful tool for querying, on-line analysis, and update capabilities. Exhibit 5-5 illustrates the SDW architecture.

SDW will initially be populated with data from MOCAS and EDI, specifically Purchase Orders 850 and Purchase Order Changes 860. This information, along with procurement data and DFAS data, will be shared among contract, procurement, logistics, and financial users. DCMC has undertaken a project to ensure the integrity of the MOCAS data. Using an automated tool, DCMC is identifying and correcting data problems prior to populating SDW.

During FY97, DCMC will begin integration planning for DCMC applications as well as early SPS integration efforts.
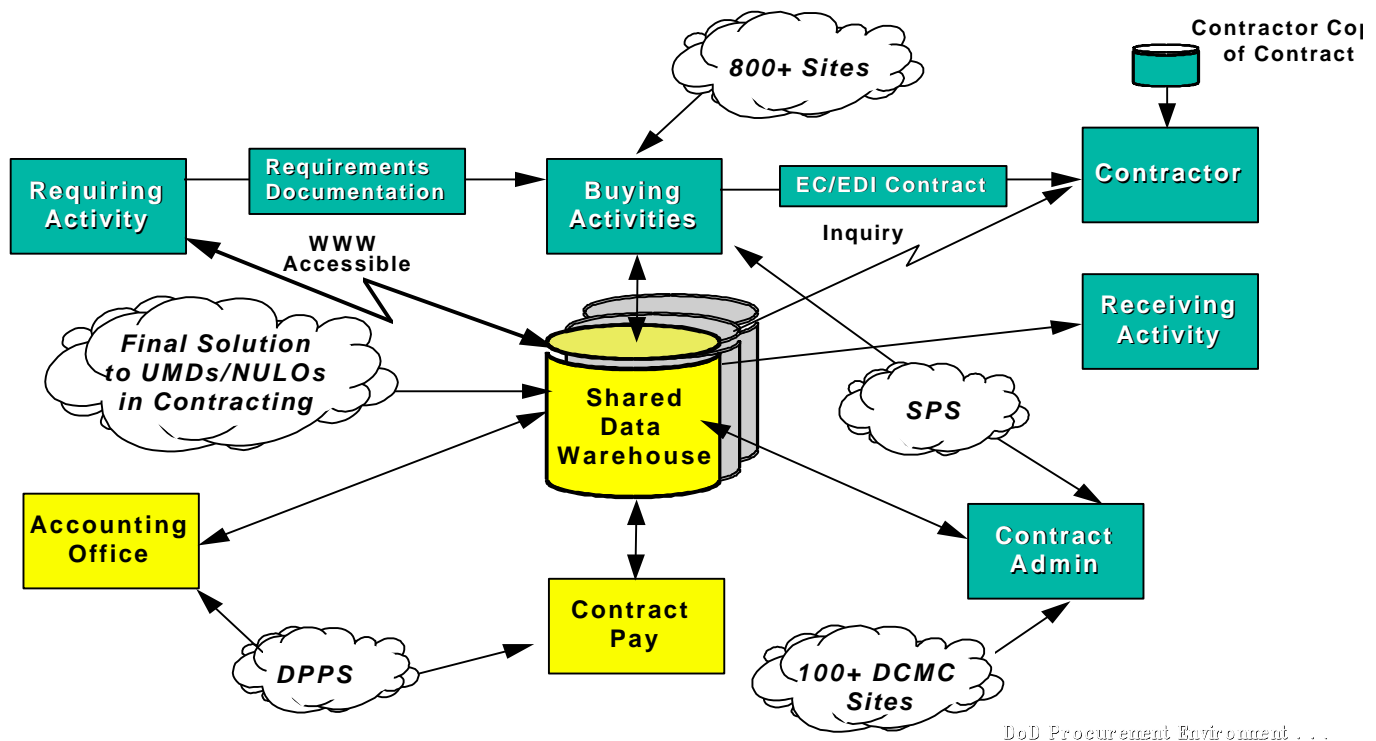
SDW ARCHITECTURE

Exhibit 5-5

5.2 DCMC Corporate Initiatives

DCMC has undertaken two Command-wide corporate initiatives that will enable DCMC to more effectively manage and administer efforts in accomplishing DCMC business goals. These corporate initiatives include the management systems which guide IRM direction, measure mission activity, and provide meaningful feedback on performance.

Exhibit 5-6 links the DCMC Corporate Initiatives with the DCMC business goals and objectives they support. The DCMC Corporate Initiative Schedule in Appendix G provides projected development, testing, deployment, and training timeframes. The IRM staff should monitor the DCMC HomePage for specific project dates and changes.

DCMC GOALS	Perform CAS			Improve Organization and Processes			Perform/Improve Business Processes			Customer Requirements		Promote Workforce
OBJECTIVES	Pre-CAS	Post-CAS	Post-Deliv	Acquisition Process	Risk Mgmt.	Tools	Perform Mission	Improve Mission	Enhance Perform	Customer Feedback	Reimb Business	Center Excel
*Automated Metric System	√	√	√	√	√	√	√	√	√		√	√
*PLAS	√	√	√	√	√	√	√	√	√	√	√	√

*Initiative in the *FY97 DCMC Performance Plan.*

DCMC CORPORATE INITIATIVES

Exhibit 5-6

5.2.1 Automated Metrics System (AMS)

DCMC AMS is an automated system designed to collect performance measurement information on key DCMC Business Area Processes. The system will consist of 24 to 30 separate functional area input applications, a relational database, and 20 to 100 output query files. The system will provide information to managers at all levels of the organization to aid in business process improvement and provide measurement information about these processes. The system will maximize use of data from other existing systems' databases and emphasize single point data entry. The system will offer a single Oracle relational database containing all measures, operating from two Hewlett Packard T-520 computer platforms located in Los Angeles, California, and Boston, Massachusetts. The output will be distributed to three levels of the DCMC organizational structure. The Metrics System database will get input from other databases such as MOCAS, DCMC Automated Disposition System (DADS), Performance Labor Accounting System (PLAS), Automated Configuration Tracking System (ACTS), ALERTS, and SDW. Information not contained within existing databases will be provided by functional personnel at the CAOs who perform the transactions being measured. Input users will use screens that operate in a standard Microsoft (MS) Windows environment. The input screen design tool is the standard DSDC Objectview. Exhibit 5-7 illustrates the Metrics System Input Architecture.

METRICS SYSTEM INPUT ARCHITECTURE
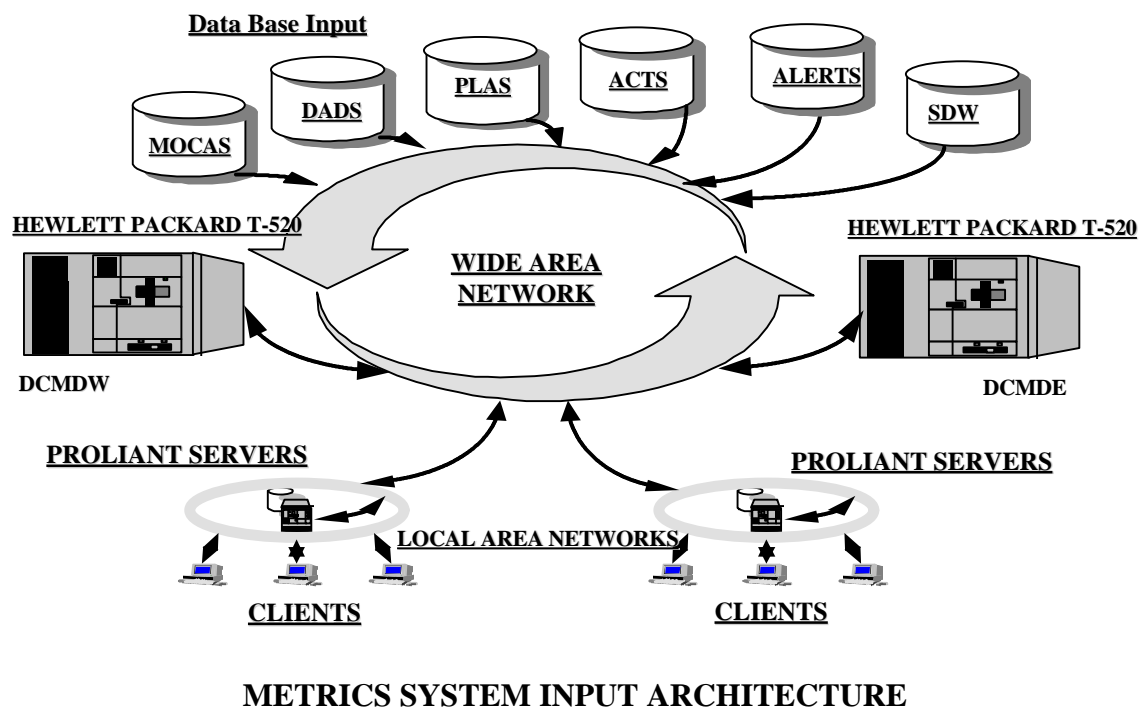
Exhibit 5-7

The system will use the COGNOS Impromptu for creating reports at the record level. PowerPlay will be used for on-line analysis processing of summary level information. PowerPlay cubes will distribute information from the central database on the T-520 computers to the organizational level data on the Proliant servers and to the individual user level data on the desktop providing faster response times to the user. The MOCAS and SDW portion of the Metrics database will automatically update every 24 hours and refresh monthly so that users may view the most current data at the start of their working day. On-line logs and registers will be refreshed upon entry. Other applications will be refreshed no less than monthly. Exhibit 5-8 illustrates the Metric System output three-tier architecture.

Database Server
(HP/T-520
Los Angeles, CA
Boston, MA)

Proliant Servers
(CAOs)
• Organizational DB

Client Workstations
(Windows, NT, 95, 3.x)

Internet   Internet

Application Servers
(CAOs)

• Impromptu Unix/Oracle Server
• PowerPlay Unix/Oracle Server

• Graphical User Interface
• PowerPlay Admin
• Impromptu Admin

• AMS Application
• PowerPlay NT Server
• PowerPlay User
• Impromptu User
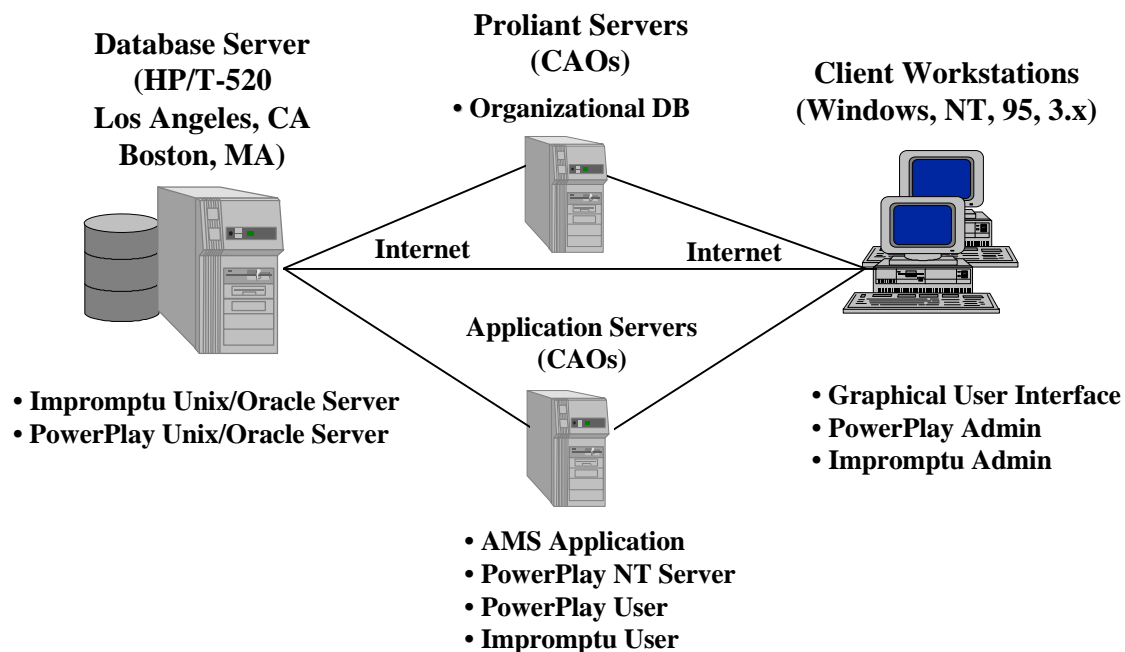
METRICS SYSTEM THREE-TIER OUTPUT ARCHITECTURE

Exhibit 5-8

The Metric System will be designed and deployed in five increments starting with Increment 0, the Transition Application and Increments 1 through 4, AMS. The Metric System Transition Application will have a limited number of metrics and will be less than fully functional. As subsequent increments are deployed, the number of metrics will increase and the number of functional areas covered will increase. Full functionality will be obtained at Increment 4.

- **Transition Application** replaces the MS Excel spreadsheet technology used to gather a limited number of measurement data. It provides MS Windows look-a-like screen input for data entry with business rules imbedded in the software to improve data integrity. Inputs are summary level information in nature. An Oracle database is used to store the output COGNOS tools remain the same as used with the spreadsheet; however, the monthly down load of output files is

5-11

automatic. The COGNOS tools and the Transaction Application will be deployed to DCMC Headquarters (HQ), DCMD West (DCMDW), DCMD East (DCMDE), and DCMD International (DCMDI). The Transition Application will be phased out in DCMC HQ, DCMDW, and DCMDE users as the subsequent AMS increments are deployed. The Transition Application will continue to be used in DCMDI until all activities have full WAN and SDW connectivity.

- **Increment 1** provides access to a copy of the MOCAS production data for inquiry purposes thus removing the necessity to manually input demographic data such as contract quantity, obligated dollar amount, and unliquidated dollar amount. Increment 1 increases the metric system application functionality in the areas of Product and Manufacturing Assurance, Forward Pricing Rate Agreement and Forward Pricing Rate Recommendations, Pricing and Negotiation, Pre-Award Surveys, Contract Close-Out, and Overhead. Inputs in AMS are process level transactional data. Increment 1 introduces an Oracle distributed relational data base on two District T520s and the CAOs Proliant computers. COGNOS tools will point to the new computer environment and address the new functionality.

- **Increment 2** incorporates Progress Payment information from the MOCAS database. Increment 2 increases metric system application functionality in the areas of Right Item, Contingency CAS, Customer Support (Acquisition Category Database), Customer Support (Trailer Cards), Early CAS, FEDCAS, Process Improvement Network, Process Improvement Network - Return On Investment (ROI), Single Process Initiative, Flight Safety, Mishaps, and Risk Assessment. Increment 2 continues to add process level transactions to the Oracle database.

- **Increment 3** links to the Contract Property Management System (CPMS), DADS, ACTS, MOCAS, ALERTS, and PLAS databases to support Property Management, Plant Clearance, Engineering Surveillance, Performance Labor Accounting, and Contract Audit Follow-up. Increment 3 increases metric system application functionality in the areas of Contractor Performance Measurement, Loss Damage and Destruction, Estimating System, and Customer Priority List. Increment 3 continues to add process level transactions to the Oracle database.

- **Increment 4** links to the TAMS and the Transportation Automated Management System (TRAMS) databases to support Packaging, Transportation, and Contract Termination. In addition, links to SDW are established reducing the MOCAS linkage by 17 files. Increment 4 also increases metric system application functionality the area of Specialized Safety, Industrial Base Assessment, Environmental, Workforce Strategy, Service

Standards, Software Development, Performance Assessment, ROI Ratio, and First Article Inspection. Increment 4 adds overall security and becomes the product baseline for AMS.

Rapid changes in acquisition policies are driving equally rapid changes in related business processes. These process changes will drive changes to other applications that are linked to AMS. Likewise, these changes will affect the functional applications within AMS. New applications developed and linked to AMS.

Data from AMS will need to be linked to SDW. Finally, when DCMDI establishes a working network of all its activities and ties to SDW, AMS will replace the Transition Application.

5.2.2 Performance Labor Accounting System (PLAS)

PLAS is a Windows-based, LAN-served labor cost accumulation system that permits employees to charge their time each day to the processes listed in the DCMC One Book. Employees also charge time to administrative and support activities so that all employee hours are captured. Hours charged in PLAS are costed, then summarized to meet the data needs of local management as well as those of District and DCMC HQ. Reports of costs charged are available in real time in a variety of formats for use by individual employees, work teams, and field office managers.

PLAS offers vital labor hours and cost information to a number of DCMC programs. More important, PLAS offers field office managers detailed visibility into the cost of day-to-day operations, visibility that can be used to operate more effectively and increase productivity. This visibility is essential to implementation of a coherent, performance-based management approach to the Command. PLAS was designed to provide continuous Activity-Based Costing (ABC) information to satisfy the requirements of GPRA and Performance Budgeting. PLAS will also serve as the labor hour collection tool for DCMC's Unit Cost and fee-for service systems.

Plans for future improvements to PLAS include linking employee PLAS inputs with the Time & Attendance and reimbursable reporting systems to become a single source of input for all employee labor hour information requirements.

PLAS runs in a fully distributed Oracle database environment, with the program running on local Oracle servers, and the data replicating back to the District and HQ levels.

PLAS deployment to DCMDI is under way and will be completed in late FY97.

5.3 Functional Application Initiatives

The Functional Application Initiatives enable DCMC to effectively perform CAS functions. Many of these initiatives revolve around SPS/MOCAS. SPS/MOCAS is DoD's migration system until SPS incorporates all contract administration functions.

DCMC is working on numerous Functional Application Initiatives that are key elements of SPS/MOCAS or support DCMC's CAS capabilities. These initiatives automate, change, and update the CAS functional requirements. Exhibit 5-9 links the Functional Application Initiatives with the DCMC business goals and objectives they support.

The Functional Application Initiative Schedule in Appendix H provides projected development, testing, deployment, and training timeframes. The IRM staff should monitor the DCMC HomePage or contact the appropriate project officer for current project dates/milestones/status and specific project changes.

The DCMC HQ Staff is working with the Districts and CAOs to improve the process of informing the CAO of changes in project training, testing, and deployment requirements. Specifically, in the area of training, the HQ Workforce Strategy Team and Procurement Corporate Information Management Office are working closely to develop a strategy for the early planning of AIS training requirements for each AIS project.

DCMC GOALS	Perform CAS			Improve Organization and Processes			Perform/Improve Business Processes			Customer Requirements		Promote Workforce
OBJECTIVES	Pre-CAS	Post-CAS	Post-Deliv	Acquisition Process	Risk Mgmt.	Tools	Perform Mission	Improve Mission	Enhance Perform	Customer Feedback	Reimb Business	Center Excel
SPS/ MOCAS	√	√	√	√			√	√	√			
*ALERTS		√	√	√			√	√	√			
*ACO MOD		√	√	√			√	√	√			
*ACTS					√	√						
Automated Work Requests	√	√	√	√	√	√	√	√	√			
*CCDB			√	√	√	√	√	√	√	√	√	
CIS	√				√	√	√	√	√	√		
*CPRS	√				√		√	√	√			
*DADS			√	√			√	√	√			
*DCARRS/ PLAS				√	√		√	√	√	√	√	√
DPACS/ MOCAS EDI Interface		√	√	√			√	√	√			√

*Initiative in the *FY97 DCMC Performance Plan.*

FUNCTIONAL APPLICATION INITIATIVES

Exhibit 5-9

DCMC GOALS / OBJECTIVES	Perform CAS			Improve Organization and Processes			Perform/Improve Business Processes			Customer Requirements		Promote Workforce
	Pre-CAS	Post-CAS	Post-Deliv	Acquisition Process	Risk Mgmt.	Tools	Perform Mission	Improve Mission	Enhance Perform	Customer Feedback	Reimb Business	Center Excel
EIS		√	√	√	√	√	√	√	√			
*GUI	√	√	√	√			√		√			√
*OASYS		√		√	√		√	√	√			
OARS				√			√	√				
*PASS	√			√	√	√	√	√	√			√
*PCARSS			√	√			√	√	√			√
Reengineer SPS/MOCAS Front End		√		√			√	√	√			
*TAMS		√	√	√	√	√	√	√	√			√
TRAMS		√		√			√	√				
YEAR 2000	√	√	√	√			√	√	√			√

*Initiative in the *FY97 DCMC Performance Plan.*

FUNCTIONAL APPLICATION INITIATIVES

Exhibit 5-9 (Cont'd)

5.3.1 SPS/MOCAS

DCMC contract administrators and supporting staff use SPS/MOCAS to conduct post-award administration for over 400,000 Defense and other Federal Agency contracts worth in excess of $900 billion. SPS/MOCAS is DCMC's standard AIS which provides functional support in the areas of quality assurance, oversight, and the disbursement of funds to contractors for goods and services. SPS/MOCAS is a DoD migration system that will be maintained until SPS incorporates the full contract administration function.

SPS/MOCAS overall is being enhanced to facilitate EDI in accordance with recommendations contained in the final report, *Eliminating Unmatched Disbursements - A Combined Approach,* prepared for the Acquisition and Financial Management Panel and issued June 8, 1995. This is an interdisciplinary effort with the Military Departments and Defense Agencies transmitting contracts and contract modifications to SPS/MOCAS. EC/EDI efforts underway include ANSI X.12 standards 810 (Invoice), 820 (Payment Order), 839 (Project Cost Reporting), 850 (Purchase Order), 856 (DD Form 250 "Ship Notice/Packing Slip"), and 860 (Purchase Order Change).   Other initiatives assigned to DPCSC as a result of the final report include developing the capability for contract writing systems to accept an automated feed of the financial data from accounting systems, and providing an EDI-capable automated contract modification writing system to all DCMC administrative contracting offices. Other initiatives are described later in this section.

5.3.2 ALERTS

The ALERTS system allows CAS teams to notify each other and buying activities of schedule delays and allows the buying activities to identify critical needs. This initiative focuses on ALERTS Version 2.0 which will migrate the functionality of ALERTS Version 1.1 to a client/server environment using the APPROACH-based Version 1.1 prototype program. The server environment is to be the Proliant 1500 and Hewlett Packard 9000 platform running the Oracle Version 7.0 Relational Database Management System (RDBMS). The system must operate on both Novell 4.1/3. 12/3.11, and Windows NT networks. ALERTS will be developed in three phases:

- **Phase 1 -** Development of CAO/Customer ALERTS access module(s) and an ALERTS Oracle Master Database for each of the DCMC Districts. The databases will be accessed by: CAOs using ALERTS software; customers using the Customer Priority Surveillance System (CPSS) module of ALERTS; and DCMDW and DCMDE using Structured Query Language (SQL) series. The updated/refreshed process and ALERTS Master Database are defined by the following MOCAS files: PINS, PINV, CLNS, CLNV, SCHV, NPQS, and Tables 44, 48, and 252. The data fields containing this data will be incorporated into the ALERTS Master Database using the definitions and attributes as defined for SDW.

Within Phase 1, the Customer ALERT module provides a vehicle to report actual and potential problems affecting a contract delivery schedule. The CPSS module enables customers to enter requests for priority surveillance such as Customer Priority Lists or requests for accelerated product delivery. The Contract Administration Team (CAT) module provides the user and other modules with information regarding personnel assigned to contract administration teams, contractor address and phone numbers, and a listing of current contracts by contractor.

- **Phase 2 -** Frequent automated data extract and refresh (minimum of nightly) is required between SDW and the ALERTS Master Databases to refresh the currency of their data. SDW will provide updated ALERTS data and receive updated Revised Delivery Forecast data to which SDW is updated.

- **Phase 3** - This phase replaces the ALERTS Master Databases and ALERTS access modules with direct access to SDW using some type of WWW technology.

5.3.3 Administrative Contractor Officer Modification Module System

The Administrative Contractor Officer Modification Module (ACO Mods) System is being developed in conjunction with the SPS architecture. ACO Mods will allow the ACO community to download contract data from SPS/MOCAS, create and print an SF 30, and send the contract changes to SPS/MOCAS via EDI. ACO Mods will eliminate manual input of ACO modifications in MOCAS and improve the accuracy of SPS/MOCAS.

ACO Mods will be deployed in 3rd Quarter FY97.

5.3.4 Automated Configuration Tracking System (ACTS)

ACTS automates the management and performance of DCMC's Configuration Management (CM) function to include tracking and disposition of change requests. ACTS allows specialists and managers in the field offices to have immediate access to information concerning Engineering Change Proposals, Value Engineering Change Proposals, Requests for Deviation, Requests for Waiver, and Material Review Board actions. The system eliminates manual tracking of CM tasks, promotes parallel electronic assessments of CM actions, and provides summary data for management information purposes. Version 3.0 has been deployed DCMC-wide. New functionality and a migration from Foxpro to Oracle will be included in Version 4.0. Version 4.0 is scheduled for deployment in FY98.

5.3.5 Automated Work Requests (AWRs)

DCMC processes numerous AWRs throughout the FY to provide the functionality required to complete the mission. AWRs are the medium for requesting a new system or changes to existing systems. An AWR is submitted upon determination of a requirement. When submitting an AWR, the functional proponent provides as much detail as possible in order

to describe the new requirement. The list of AWRs is continually revised to reflect new requests and completed actions. DCMC AWRs at the time of publication include, but are not limited to, the following:

- **Quantity Variation of Total Contact Quantity Level** - This AWR will add two fields to screen CT1200, Provisions Data Record (new contracts) and to screen CT3120, Maintain Provisions Data Record (corrections and modifications) to record overrun/underrun quantity variance at the total contract quantity level. After the validations establish an authorized overrun/underrun condition and a "Z" final shipment indicator appears in the SHPV File, a contract should automatically move to Section 2.

- **Movement of DD250 to Section 2** - Currently, when an accepted "Z" DD250 is processed, the system tries only once to move the contract into Section 2. If the contract can not move at that time, a manual movement must be accomplished by the Trusted Agent. As a result of this AWR, during the cycle run, the system will try to move any contract in Section 1 with a final DD250 to Section 2 if a correction has been made to either the DD250, the line item/schedule, or Remarks R8.

- **Close-out Information for non- Military Standard Contract Administration Procedures Customers** - This AWR will get close-out information to non-Military Standard Contract Administration Procedures (MILSCAP) customers in an "in-the-clear" readable format so that ACOs are in compliance with the Federal Acquisition Regulation (FAR)/Department of Defense FAR Supplement (DFARS).

- **ACO Canceled Funds** - This AWR will provide DCMC contract management personnel greater visibility of canceled funds. A new field, "Canceled," will be added to the PINS File, to the Contract Management Paperless Support System (COMPASS) and to the appropriate SPECTRA views. A new R9 Remark 34 "Canceled Funds" will be automatically generated once on any contract where the CLRV File under the contract contains a canceled indicator. This remark shall only be generated on contracts where funds have actually canceled, and shall not be able to be manually removed if the CLRV/PINV fields are full. The UYCJ03 and UYCM03 reports shall also be modified to display greater visibility of canceled funds.

- **EDI 856 Transactions** - This AWR will make an instructional change to SPS/MOCAS to allow for corrected DD250s to be posted properly into the SPS/MOCAS database.

- **FMS Earnings Report** - This AWR will process a job to file aide the fins data from file unfg20m.mthlyscf for each of the three databases. After the file aide, the system will process unique programs syfg31, nyfg31, and lyfg31 to process the data in the South, East, and West databases respectively. Now the

NYFG31, SYFG31, and LYFG31 reports (Foreign Military Sales [FMS] Earnings by Country Code) are manually retransmitted each month out of the Mechanization of Reports Distribution System to the East, South, and West databases, respectively. This AWR will standardize and automate this monthly report process.

- **CAO Code in CDIS File and MODV**- The CAO code in the CDIS File is currently only a one position code. This AWR will expand the CAO code to two positions in the CDIS File, in the MODV records in applicable tables, and in both on-line and batch programs.

- **MOCAS Flowdown/Clause Data from the Basic Ordering Agreement** - SPS/MOCAS has two processes for abstracting contracts. The on-line process automatically generates clause/contract provisions from the Basic Ordering Agreement (BOA) to the delivery order. The batch process does not. EDI uses the batch process; as a result, all delivery orders transmitted EDI now require manual input of the applicable clauses and contract provisions. This AWR requires CDA to compare the batch and on-line contract and modification input processes and to modify the batch process to mirror the on-line process.

- **Modification Code for Army** - This AWR will revise the Army Appendix A41 to add a new code "2" for "Complete Termination for Default (T/D) (definition not required). The databases of both the purchasing office and CAO/DFAS will be modified to process this code when appropriate. This change will permit a one step T/D, when appropriate, and will ameliorate the time, effort, and cost to process a "pseudo" modification just to clear the system so that the close-out can be accomplished.

- **DLA Request for Three New Reasons for Delayed Closing of Contract Codes be Added to Appendix A38** - This AWR will add three codes for DFAS/DCMC to use, when applicable, in the PKX transaction to more accurately explain why a contract was not closed in accordance with the DFARS criteria. These codes are: 1-Canceled Funds, 2-Negative Appropriations, and 3-Pre-validation Action Pending.

- **Code for Payment by Electronic Fund Transfer** - This AWR will add a new code, "T," to Appendix A11 of the MILSCAP manual and will permit the identification of the award instrument to be paid by the Electronic Fund Transfer (EFT). The adoption of this code permits the use of a single technique for MILSCAP, EDI, and paper contracts.

- **MILSCAP Appendix A6 and MOCAS Users Manual Changes with the DD Form 350 Update** - This AWR will incorporate a Federal Acquisition Streamlining Act (FASA) requirement (Public Law 103-355) Legislative Change concerning the DD Form 350, Individual Contracting Action Report. The DD Form 350 has been revised to show some different and new Type of Business

Codes in block D1. This AWR will add these new codes to the MOCAS Users Guide, the MILSCAP manual, and to the system.

- **Mass Changes** - This project encompasses three AWRs.

  ◊ **ADRS Mass Update:** The closing and realignment of DoD Activities has created requests for transfer of contracts between organizations both at the directorate and division levels. This modification allows the ADRS mass change to include all databases and flat files that contain the ORG code. Included are the Invoice and Disbursement History databases.

  ◊ **PIIN/SOPIIN/Org Change Program Update:** The closing and realignment of DoD Activities has created requests for transfer of contracts between organizations both at the directorate and division levels. This modification allows the PIIN/SPIIN/ORG Change program to update all databases (such as Invoice and Disbursement History) and flat files that contain the ORG Code.

  ◊ **Automatic MODS for Accounting Station Changes:** The consolidation of Finance and Accounting into DFAS, along with the closing and realignment of DoD Activities, has created the need to change accounting stations on a number of contracts. This modification updates the database with revised accounting stations. It also generates sequences automated modification number for contractual changes to the Pay Office, Administrative Office, Remittance Address, ORG Code, CAGE Code, etc.

5.3.6 Closed Contract Database

The Closed Contract Database (CCDB) provides the capability to write closed contract data to optical disk, allowing timely retrieval of data in support of litigation and to provide research functionality into contract history relating to major weapons systems. CCDB will result in significant savings to DoD in funds and space required for document storage. CCDB will be deployed in late 1997.

5.3.7 Contractor Information Service (CIS)

The CIS will provide expert data concerning factual aspects and risk assessment of contractors. CIS will contain contractor information in the following areas:

- Principal Product Lines and Unique Production Capabilities
- Company Organization and Key Personnel
- Sales, Earnings, and Financial Health
- Past Performance History
- Pricing Information
- Systems and Processes Status
- Directory of Reviews Already Done

- Acquisition Strategy "Lessons Learned"

Development of this service will rely upon expansion of current systems and future migration into SDW being developed for SPS. CIS will allow DCMC to more easily share contractor insights with customers. The CIS development efforts will be completed in early 1998 with deployment late in the year.

5.3.8 Contractor Performance Report System (CPRS)

The CPRS, a module under CIS, will provide ACOs the capability to create contractor performance reports in a standardized format. The reports will be stored in a database and will be accessible through CIS for use by DCMC and procurement personnel in the contract award process. CPRS will be deployed in the 4th quarter FY97.

5.3.9 Customs Redesign

[PROJECT TERMINATED MARCH 1997]

5.3.10 DADS

DADS provides summaries and reports from the Plant Clearance Automated Reutilization Screening System (PCARSS). Software modifications are being made to upgrade from the Gould system to a Hewlett Packard 9000, taking advantage of client/server architecture using an Oracle database and graphical user interface (GUI). The modifications reduce maintenance and operating costs and provide an appropriately sized platform for the system.

The DADS modifications will be completed in 4th quarter FY97.

5.3.11 Defense Contract Administration Reimbursable Reporting System/PLAS Interface

The Defense Contract Administration Reimbursable Reporting System (DCARRS) is a billing system and automated data collection system that gathers, reports, and prepares information for billing non-DoD activities for contract administration work performed by DCMC. Phase III will redesign DCARRS into a RDBMS to make it more effective and efficient. DCARRS shall create a transaction log of all new Document Control Numbers (DCN) and functions created.

PLAS shall electronically accept this transaction log on a nightly basis and update DCMC, District, and remote servers. PLAS shall create a transaction log of all reimbursable hours charged to a DCN and function. The PLAS Transaction Log shall only contain those reimbursable transactions that were input on a given day, but may not necessarily apply to that given day. DCARRS shall electronically accept this transaction log on a daily and end-of-month basis. These hours shall then be accepted by the Reimbursable Coordinator using the DCARRS GUI application. This interface will eliminate costly, inefficient, and duplicate reporting that can also cause data errors.

The DCARRS/PLAS interface integrates the two systems so that reimbursable hours input by Quality Assurance Representatives (QAR) and other DCMC personnel into PLAS are automatically fed into DCARRS. The validation requirements for the input of reimbursable hours into DCARRS must also exist in PLAS so that inaccurate data is properly filtered out. Users need to receive notification of an invalid input as close to on-line as possible.

The Systems Test is currently scheduled for 4th Quarter FY97. Additional testing, training, and deployment dates have not been finalized.

5.3.12 DLA Pre-Award Contracting System/MOCAS EDI Interface

The DLA Pre-Award Contracting System (DPACS)/MOCAS Interface improves the current method of transmitting contract data from the DPACS to SPS/MOCAS system via MILSCAP transactions transmitted over the AUTODIN network. The proposed interface includes developing a seamless electronic interface using 850 (Contract) and 860 (Seller Initiated Modification) EC/EDI standards to transmit contract data between DPACS and MOCAS. This new method will ensure, to the greatest extent possible, the fastest throughput of contract data into MOCAS without manual intervention and improve the reliability of contract data in MOCAS.

The ability to transfer EDI 850 data from DPACS to SPS/MOCAS was tested, certified, and deployed during the second quarter of FY97. During the remainder of FY97, four DLA Supply Depots will complete the ability to transfer 860 data from DPACS to MOCAS. This same enhancement allows other systems which comply with the EDI 3050 Implementation Convention for 850 and 860 transactions sets to have these transactions received by SPS/MOCAS.

5.3.13 [DELETED]

5.3.14 Automated Bellringer System (ABS)

The DCMC ABS automates the functions of preparation and release of Bellringers by field offices, viewing them by the districts, and acceptance by HQ. The system will be activated during FY97. If successful, the systems will continue in full use throughout DCMC. Minor enhancements to the user interface and Year 2000 certification would then be accomplished. If unsuccessful, DCMC will determine whether to make major enhancements or discontinue the system.

5.3.15 Graphic User Interface (GUI)

This initiative modernizes the SPS/MOCAS system through the application of GUI technology to the existing 3270 mainframe-based screens. This project transfers many of the data input edits off the mainframe to speed-up processing, reduce the load on the central processing unit (CPU) cycles, and lower telecommunication costs. GUI will reduce the need for end-user training, and speed-up the rate of understanding the system by new users;

increase the productivity of users by an estimated 35 percent because of the document improvements experience in industry using GUI technology; and provide fast, seamless access to PC applications/tools during and SPS/MOCAS session. Additionally, GUI will provide an ergonomic, up-to-date interface with a consistent look and feel for SPS/MOCAS users; and provide the ability to easily incorporate Help Menu functions and Context Sensitive Help screens into the SPS/MOCAS GUI.

The SPS/MOCAS GUI capability will be deployed and operational in late FY97.

5.3.16 Over and Above System (OASYS)

OASYS provides an AIS application for funds management and process oversight in the over and above contract administration. This system replaces the current antiquated Over and Above Centralized Information System (OACIS). This system provides funds control, identification of duplicate work effort and/or duplicate charges for the same work, labor hour standards, and identification of completed work. OASYS will move the current OACIS to a client/server architecture that is consistent with the overall DCMC architecture.

There are two distinct phases associated with this application. The first phase will be operational deployment at the large activity/program facilities. This phase will also modernize the mid-tier equipment that is replacing obsolescent machines that have been phased out. The second phase will incorporate the DCMC architecture requirement using Proliant servers to support OASYS and to posture the system as an enterprise-wide application.

Development programming will be completed by 4th Quarter FY97. Final testing and initial deployment will be completed during the 1st Quarter FY98.

5.3.17 On-Line Report Access

The On-Line Report Access (OARS) provides for the relocation, upgrading, installation, and maintenance of the FileTek Optical Disk Storage Library System. Savings in this area allows MOCAS to delete the requirement to print over 11 million lines of hard copy a day and to retain information on an optical disk storage device for a longer period.

OARS is scheduled for deployment in 4th Quarter FY97.

5.3.18 Pre-Award Survey System (PASS)

PASS will support the pre-award process by providing buying activities the ability to request pre-award survey information electronically and providing DCMC the capability to create and store pre-award survey reports in a central location. Specifically, PASS will provide an automated report generator, a database to store the reports, and a query system to allow users access to the stored reports. DCMC pre-award survey managers and functional specialists will be the primary users of the report generator functionality. Users

from DCMC and procurement activities throughout DoD will have access to the pre-award survey reports stored in the database.

DCMC-wide implementation of PASS will begin in 3rd quarter FY97. The DCMC implementation will coincide with access to the system by the buying activities.

5.3.19 Plant Clearance Automated Reutilization Screening System (PCARSS)

PCARSS is an automated plant clearance system designed to provide maximum visibility of serviceable assets declared excess by contractors throughout the DoD and Federal Supply Systems. PCARSS is primarily a mid-tier based application which will provide an electronic interface between contractors, Plant Clearance Activities, DoD Inventory Control Points (ICP), PMs, and the General Services Administration (GSA). It will provide an easy and convenient means of electronically conveying excess inventory schedule data from contractors through plant clearance activities to appropriate requiring activities while eliminating the paper-intensive process inherent in the current plant clearance process.

PCARSS is being tested in early 1997 with deployment scheduled for the 4th Quarter FY97.

5.3.20 Reengineered SPS/MOCAS Front End

This initiative provides for the re-design of several SPS/MOCAS batch processes. Under the current SPS/MOCAS design, the modification or correction of a single line item requires building the full image and complete reprocessing of the entire contract. This project will restructure the implementation for handling contracts into three functions: new contracts, modifications to contracts, and corrections to contracts. The project will also re-engineer the current contract build-back procedure in conjunction with the above so that only the contract image required to process the change is rebuilt. The new system will greatly reduce impact on the current Defense Megacenter 9-hour batch processing window. Improvements to existing functional processes include a more interactive approach to processing contract transactions with the MOCAS database management system (DBMS) and a decrease in the allotted time for batch processing. This project also builds a mechanism for capturing and passing SPS/MOCAS contract data to SDW in order to keep both databases synchronized during the process of incrementally fielding SPS. The project is divided into two parts: analysis and design of the modification and building the modification.

Although specific dates have not been set, testing for the MOCAS Batch Front End is being planned for the latter part of FY97.

5.3.21 TAMS

TAMS provides statistical tracking information for contracts that have been terminated for the convenience of the Government. The system tracks the steps in the process of terminating contracts. Currently, a similar system resides on a PC. The redesigned system resides on a mid-tier platform, thereby providing corporate access to the information. Specifically, the system will provide:

- Tracking for over 100 critical steps
- Corporate visibility of statistical information

- A user-friendly system

TAMS Version 3.3 is scheduled for deployment in the 3rd quarter FY97.

5.3.22 Transportation Automated Management System (TRAMS)

TRAMS automates transportation documents prepared by both Government and contractors to ship Government-owned material DCMC administered contracts. The transportation documents include Government Bill-of-Lading (GBL), Transportation Control and Movement Documents, and shipping instructions.

Several new functions are under development including test rating and ranking, the Canadian TRAMS Program, shipment consolidation, expanded reports capability, TRAMS EDI, connection to the Military Traffic Management Command's Continental United States (CONUS) Freight Management System (CFM) for processing exception shipments such as overweight/oversize, sensitive, and classified, and migration to CFM.

Automating the GBL processing, shipment planning and tracking, and rating and ranking freight carriers will result in a significant cost savings to DCMC.

DCMC will deploy TRAMS EDI in the 2nd quarter FY97 with the system rehosted on the Hewlett Packard/Oracle environment in the 4th quarter FY97.

5.3.23 Year 2000 Requirements

As the Year 2000 approaches, DoD and industry are faced with modifying software in which programmers commonly used only two digits to express the date (year). Consequently, a year "05" designation may be interpreted by programs to mean "1905" when, in fact, it means the year "2005." This problem affects both computations and formulae. In response to this problem, DoD has directed DLA to review all existing programs and make corrections to the date year as well as ensure all new software is "Year 2000 compliant."

In response to DLA's requirement, DCMC is evaluating all command software to identify programs that can be certified as Year 2000 compliant. For those systems that cannot be certified as Year 2000 compliant, DCMC is identifying programs and interfaces and estimating the resources necessary to bring them into compliance. This effort will continue throughout FY97 with modifications to the systems beginning in FY98.

5.4 Infrastructure Initiatives

DPCSC is undertaking numerous infrastructure projects to provide DCMC with the tools and technology necessary to support the functional business application processes. These initiatives encompass the hardware, software, and telecommunication necessary to do their job more effectively and efficiently. The Infrastructure Initiatives identified in this section facilitate faster and expanded access to and exchange of data among the DCMC users,

customers, and industry worldwide. Exhibit 5-10 links the Infrastructure Initiatives with the DCMC business goals and objectives they support.

Appendix I contains the projected timeframes for significant milestones and activities. The IRM staff should also monitor the DCMC HomePage or contact the appropriate PO for specific project dates and changes.

DCMC GOALS / OBJECTIVES	Perform CAS			Improve Organization and Processes			Perform/Improve Business Processes			Customer Requirements		Promote Workforce
	Pre-CAS	Post-CAS	Post-Deliv	Acquisition Process	Risk Mgmt.	Tools	Perform Mission	Improve Mission	Enhance Perform	Customer Feedback	Reimb Business	Center Excel
Enterprise Management	√	√	√	√	√	√	√	√	√		√	√
COOP	√	√	√		√		√	√				√
Corporate Licenses					√		√	√				√
Data Integration	√	√	√	√	√		√	√	√			√
*EC/EDI	√	√	√	√	√		√	√	√			√
*EDA												
HelpDesk	√	√	√	√	√	√	√	√	√	√		√
*Imaging	√	√	√	√		√		√	√			√
International Support	√	√	√	√	√	√		√	√			√
*Internet	√	√	√	√	√	√	√	√	√	√	√	√
Mid-Tier	√	√	√	√			√	√	√			√
Network Acs/Telcom	√	√	√	√	√	√	√	√	√	√	√	√
NOS	√	√	√	√	√		√	√	√			√
Program Management		√	√	√	√		√	√	√		√	√
*VTC							√	√	√	√		√
Workstation Configuration	√	√	√	√	√	√	√	√	√			√

*Initiative in *FY97 DCMC Performance Plan*.

INFRASTRUCTURE INITIATIVES
Exhibit 5-10

Standardization is one of DCMC's key building blocks to building an enterprise architecture. The current myriad of computing platforms, workstations, and application software has hindered DCMC's ability to process and transfer data effectively. As a result, DCMC established Commandwide standards that will facilitate the exchange of information. Exhibit 5-11 presents the DCMC standards. All IRM resources acquired will comply with the standards listed in the Exhibit unless prior approval has been obtained. These standards are consistent with DoD and DLA standards.

TECHNICAL COMPONENTS	ACCEPTABLE OPTIONS	PROTOCOLS, STANDARDS, FORMATS (Which were considered)
DESKTOP COMPUTING ENVIRONMENT	Pentium, 32 MB RAM minimum, 166 Mhz, 1 GB HD minimum, 17 inch color monitor minimum, SVGA with 2 MB 1024X768 res with 256 colors, PCMCIA Type II, LAN connectivity, CD ROM Drive MPC2 Compliant, Print, Sound, and Multimedia Capable	DOD Personal Computer Policy Implementation Plan, FY 1995 - FY 2000
DESKTOP OPERATING ENVIRONMENT	MS Windows, Windows 95, Windows For WorkGroups, Windows NT 4.0	Corporate Buy
END USER SOFTWARE	MS Office (MS Word for Windows, Excel, PowerPoint, Access)	Access to software suite with data file format support for word processor (WordPerfect, AmiPro, or Word), spreadsheet (wk* or xl*), presentation graphics (CGM, TIFF, BMP, WMF), and database management system (xbase or SQL w ODBC drivers) [Corporate Buy]
AIS ACCESS as required	FTP ON NET, Oracle SQL Net 2.1, MS TCP/IP	TCP/IP w utilities, vt 100 and 3270 terminal, Database connectivity, X server emulation
DISTRIBUTED APPLICATION SERVER	MS NT Server 4.0	NOS with file, print, communications, naming, directory, security, archive, and management services. POSIX, GOSIP, DCE, DME, C2, X.500
DEPARTMENTAL DBMS	Oracle 7.3.2.2	Data Server and FIPS 127 compliant RDBMS w X/OPEN DTP XA Support and ODBC interface
MAIL OR MESSAGING	MS Exchange	Corporate Buy
CALENDAR	MS Scheduler, Lotus Organizer, ON TIME	
FORMS PROCESSING	Form Flow Version 2.0	
IMAGING and WORKFLOW	Documetrix 2000	Corporate Buy
WEB BROWSER	NETSCAPE Version 3.0	Corporate Buy

DCMC OFFICE COMPUTING CONFIGURATION

Exhibit 5-11

TECHNICAL COMPONENTS	ACCEPTABLE OPTIONS	PROTOCOLS, STANDARDS, FORMATS (Which were considered)
DECISION SUPPORT	POWERPLAY, IMPROMTU	Corporate Buy
VIRUS PROTECTION	Virus Safe, Norton, Norman	Under Study
MODEM	28.8 BPS minimum	
NETWORK PRINTING		
CORPORATE APPLICATION SERVER	NT Server	Corporate Buy
EARNED VALUE MANAGEMENT SYSTEM	wInsight Software	Corporate Buy
Unit Self Assessment	*DCMC Performance Improvement Criteria Review*, dated September 24, 1996	Corporate Buy

NOTE: No additional expenditures in the Novell NOS or Lotus cc:Mail are authorized without specific AQAC approval.

DCMC OFFICE COMPUTING CONFIGURATION

Exhibit 5-11 (Cont'd)

5.4.1 Enterprise Management

DCMC is developing an *Enterprise Management Plan* to integrate the enterprise-level assets and ensure those assets support the Command mission. This Plan will incorporate DCMC's functional and technical elements that comprise the integrated enterprise architecture. Sections of the Plan will address the enterprise-level integration as well as individually focus on specific elements.

Integration is not technical in nature; but rather a pattern of consistent behavior and relationships among the people and parts of the enterprise. Enterprise Management fosters consistent behavior in the application of standards; LAN and server administration; CM; database administration; telecommunications services; design, development, operation, and employment of applications systems; analysis, testing, and quality assurance; and planning, resource employment, and operational decisionmaking.

DCMC's initial step in integrating enterprise resources was to obtain an automated, centralized solution to manage DCMC assets and configurations and assist local end user computer support personnel.

DCMC personnel are responsible for monitoring and managing a host of mid-tier platforms, servers and workstations, and PCs worldwide. Adding to this complexity is the need to both distribute client applications and synchronize the deployment of those applications across the enterprise. The enterprise software acquired by DCMC will provide the ability to exercise control over the existing client/server environment and ensure a successful and cost-effective deployment from two centralized locations.

Benefits of the Enterprise Management software include:

- Proactive Management Environment
- Operational Savings/Reduce Need for Technical Staff at Local Sites
- Open Systems Compliance
- Standardization of Software and Release Management
- Improved Security
- Faster Problem Resolution
- Integrated HelpDesk Capabilities

Enterprise Management software will provide many opportunities for DCMC to streamline its distributed business process. It is critical that DCMC adjusts these processes to reap the full benefits provided by the Enterprise Management software. Consistent processes and behaviors must be followed throughout the DCMC technical community to achieve maximum results.

Therefore, all levels of DCMC IT management must focus on streamlining procedures connected with the distributed computing enterprise. The Enterprise Management software must be configured in such a way that it supports these reengineered processes. DCMC IT management will work closely with technical specialists involved in configuring the Enterprise Management software to ensure streamlined processes are implemented. DCMC OCWG will regularly review enterprise software implementation progress to assure consistency across DCMC.

DSDC will work with DCMC District staff to install, configure, and maintain a management environment that will allow DLA/DCMC to minimize the cost of operating mid-tier servers, local servers, and PC workstations.

The main enterprise software server/consoles will be located at Los Angeles, California (for DCMDW), and Boston, Massachusetts (for DCMDE). DCMDI will be supported by both DCMDW. The two sites will provide some Continuity of Operations Plan (COOP) capability for each other. Some possible smaller servers positioned at other sites may be warranted to aid in automatic software distribution. By placing DCMC main enterprise software servers/consoles at Boston, Massachusetts, and Los Angeles, California, DCMC will manage/operate its enterprise from those main sites with a core group or groups of systems administration and operations personnel while maintaining only a small systems administration and operations presence at each of the other field sites.

The deployment strategy for the enterprise software is to install it along with the ALERTS application. The rationale behind this approach is that both ALERTS and enterprise software will require installation of software on the majority of servers and PCs within DCMC. In addition, Enterprise Management will be essential to maintaining ALERTS effectively and efficiently.

Additionally, DCMC has acquired applications/traffic tracking and management tools to assist with the management effort. During FY97, DCMC will establish a testing laboratory and implement a program of testing and evaluating server administration procedures, applications systems deployment methods, and the development of standards for mid-tier operations.

DCMC will continue moving toward developing a Command-wide Enterprise Management Plan that focuses on all aspects of information resources. The *DCMC Enterprise Management Plan* will be a living guide to enterprise behavior.

5.4.2 Continuity of Operations Plan (COOP)

COOP details the procedures for processing the DCMC workload in a natural disaster or emergency. In either event, DCMC must ensure that CAS support continues with little or no disruption. Plans for back-up processing are categorized into two levels: SPS/MOCAS workload and District mid-tier and third-tier support.

DCMC is continually reviewing the COOP procedures at the Defense Megacenter-Columbus, Ohio. In the event of a disaster, SPS/MOCAS data will be processed at Slidell, Louisiana. DCMC conducted the initial COOP test for SPS/MOCAS in FY96 with mixed results. The core SPS/MOCAS tests were conducted at three participating sites - Boston, Massachusetts, Dallas, Texas, and Clearwater, Florida. During the test, Dallas experienced some downtime due to local communications problems; Boston was down for part of the test; and the limited number of changes used during the test resulted in batch processing running too slow. Appropriate changes to back-up procedures will be made prior to testing in FY97. A new test is being planned for 4th quarter FY97.

As DCMC continues to move to a standard platform at all levels, COOP procedures for the mid- and third-tiers will be simplified and overall costs reduced. DCMC will depend on DCMDE and DCMDW's T-520s to back-up each other.

5.4.3 Corporate Licenses

DCMC's move to standardization has led the Command to acquire corporate licenses to facilitate use and distribution of software. As of mid-FY97, DCMC holds corporate licenses for:

- Oracle Relational Database Management System (RDBMS)
- Documetrix Work Flow
- Tivoli Enterprise Management

- NETSCAPE Web Browser
- COGNOS (IMPROMTU/POWERPLAY)
- MS Office Professional including Microsoft Word, Project, Excel, PowerPoint, Access, Scheduler, Bookshelf, and Outlook

Acquisition of licenses, in conjunction with centralized distribution through the Enterprise Management approach, will enable DCMC to capitalize on the advantages of standardization as well as provide a significant cost savings.

DLA's acquisition of corporate licenses also includes Oracle, MS Office Suite, Windows '95, Windows NT Work Station Plus, Publisher, Visual Basic Enterprise Edition, Backoffice Client Access, Backoffice Server, Commercial Internet System, and NETSCAPE Web Browser. We are also acquiring First Aid Deluxe '95 from CyberMedia and VueFinder Version 4.2 from Intessera Technology, in addition to consulting services and "Premiere Level" maintenance from Microsoft.

5.4.4 Data Integration

DCMC will ensure its data can be integrated to support its contract administration mission. DCMC personnel require the ability to retrieve and manipulate data quickly. The acquisition and installation throughout DCMC of Intel-based Oracle servers provides, for the next 3 to 5 years, the stable infrastructure and standardized environment to support SDW and SPS; migrate SPS/MOCAS and other legacy data into a RDBMS on LAN servers; and facilitate the adoption of decision support tools.

DCMC is moving towards a standard platform of Microsoft NT servers running Oracle and corporate applications. In FY97, DCMDW will be installing MS NT servers to use as their platform for Oracle database application servers. At the same time, DCMDE will be installing upgrades to their present NT server base. When completed, DCMC will have a standard platform for all applications.

Specifically, the improvements include upgrading these application servers to MS NT 4.0, upgrading to Oracle 7.3.2.2, increasing storage to 4.4.3 Gigabyte (GB) drives with RAID 5 fault tolerance, upgrading and installing to 208 Megabyte (MB) error correcting and checking RAM, and installing Compaq Netflex 3 Ethernet Card (10/100 MB).

MS Windows NT 4.0 is the latest release of the Network Operating System (NOS) and includes performance enhancements over prior releases of NT server software. Oracle 7.3.2.2 provides the replication option necessary for many of the DCMC standard applications. RAID 5 provides the necessary fault tolerance and enhanced performance by striping data across multiple drives simultaneously. The additional members will allow multiple instances of Oracle to run concurrently and support additional concurrent sessions. The Compaq Ethernet Card supports both 10/100 MB network environments.

5.4.5 EC/EDI

DCMC is moving towards EC/EDI to manage more effectively, empower staff, reduce costs, and improve overall management results. EC, as discussed in Section 3, encompasses numerous capabilities of the electronic media, e.g., the Internet, e-mail, and electronic document management as well as EDI. As a subset of EC, EDI is the computer-to-computer or application-to-application of standard business transaction in a standard format that permits the receiver to perform the intended transactions. DCMC's implementation plan calls for reducing the reporting burden through electronic management and communications, specifically through the use of EDI. The plan identifies 167 business forms used by DCMC that are excellent candidates for EDI. Exhibit 5-12 illustrates the current EC/EDI workflow.

The implementation plan delineates a three-phased approach. The first phase is an ongoing effort with the projects that DCMC (AQACP) have under development. The second phase coordinates a phased approach to add additional business processes in coordination with the plans for SPS. The third phase deals with areas that may not be appropriate for EDI but other EC capabilities could meet the challenge.
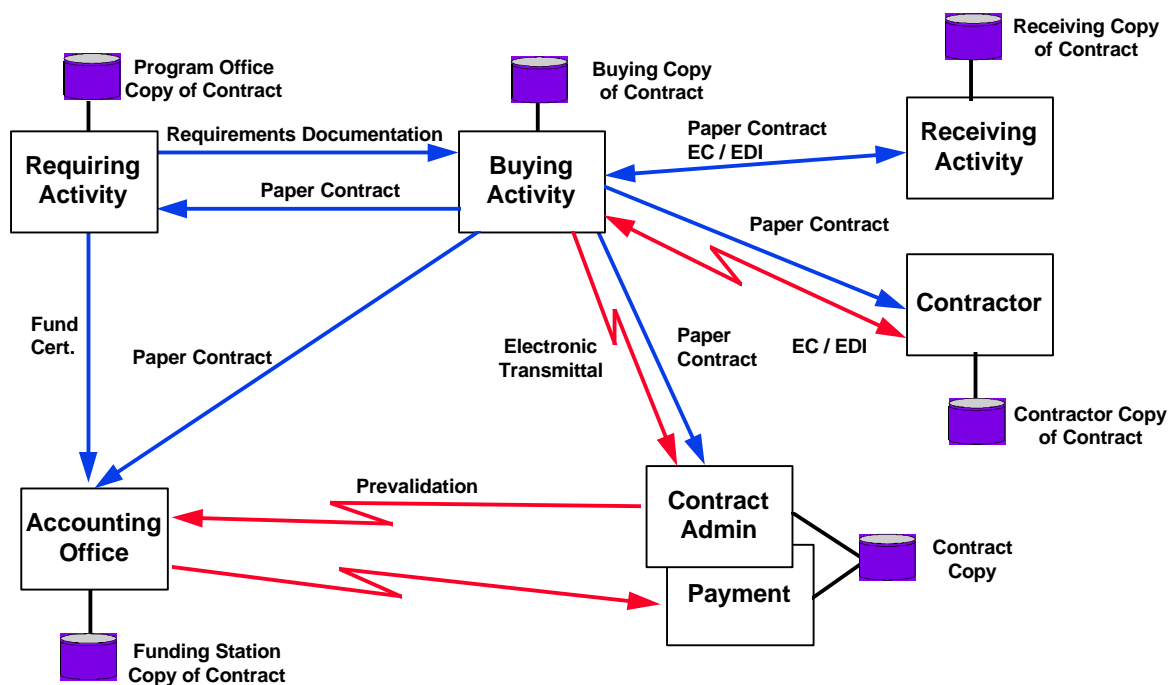
EC/EDI INFORMATION WORKFLOW

Exhibit 5-12

Currently, several applications within DCMC are in the process of including EDI as a way of doing business:

- **Progress Payment Request (PPR)** - This capability allows contractors to submit their progress payment requests electronically. This application is in

production at 50 CAO sites. The goal for FY97 is to increase the participation to 100 contractors. The challenge is to get the defense contractors to commit to sending the PPRs electronically. The EDI process has improved the contractors' payment cycle from 12 to 15 days to 2 to 4 days, resulting in a substantial cash flow improvement for contractors.

- **Source DD Form 250** - This capability will enable contractors to electronically submit DD Form 250s to the Quality Assurance Representatives. This application is in the Environmental Test (ET) phase. DCMDE's EC/EDI office is working on compliance testing with several contractors. Production of this system is scheduled for 2nd quarter FY97.

- **Cost Performance Reporting** - The application for this process exists in the form of the Performance Analyzer. The application is capable of being used either manually (manual data input) or electrically (data entered via EDI). As of publication of the *DCMC IRM Plan*, one contractor was in its final stages of testing and will be submitting their cost information via EDI using the ANSI X.12-839 Implementation Convention. In addition, two Air Force locations are working with DCMDE to have their contractors submit Cost Performance Reporting (CPR) information electronically to PMs and DCMC CAOs.

- **PCARSS** - This system will facilitate exchanging inventory information between the contractor and the Government as the contractor's excess inventory schedule is sent electronically to the system. This system is scheduled for production in 4th quarter FY97.

- **ACO Mods** - This system was developed in response to the unmatched disbursement problem identified by the General Accounting Office (GAO). The functional capability of the system was certified in 1996; however, the EDI update feature required additional development. Deployment is scheduled for 3rd quarter FY97.

5.4.6 Electronic Data Access (EDA)

DCMC is working with DFAS and the military services to make contractual information accessible on WWW. During FY97, DCMC will place Administrative Contract Modifications from 56 CAO sites on WWW. Access to contractual information will be restricted to Government employees. These sites were identified by DFAS as DCMC sites where there is Navy Inventory Control Point Integrated Technical Item Management and Procurement System (ITIMP) activity. DFAS has selected ITIMP as the first legacy procurement system to be converted to paperless operation at the DFAS Columbus Center using WWW. Following the proof of concept during FY 96, DFAS and the DoD Comptroller determined that significant improvements and returns were achievable in deployment of this application.

5.4.7 HelpDesk Service

As the DCMC workforce becomes more dependent on automated systems, uninhibited access to information becomes more crucial. DCMC is committed to ensuring users are provided the assistance necessary to access their information.

During FY97, DCMC will be installing the REMEDY Action Request System HelpDesk software. This client/server HelpDesk solution fits into the current and planned DCMC Oracle infrastructure. The software is capable of supporting large enterprise-wide HelpDesk solutions, as its desktop GUI makes it easy to use. The system is customizable at all levels of the organization, from end-user to system administrators, and will be utilized for HelpDesk functions in core contract administration applications as well as for normal ADP operations such as database administration problems and events, LAN server problems, and other LAN application problems. With this tool, DCMC will be able to integrate e-mail notification and automatic call notification via pagers for immediate response to HelpDesk problems. The software will also allow DCMC to build case-based reasoning into the application to allow end-users to take advantage of past problem resolutions.

Providing consistently accurate and complete information is vital to the success of any customer assistance program. DCMC's progress in standardizing automated systems and procedures is enabling the Command to develop standard customer assistance. DCMC will identify and document specific areas of concern and provide additional information and trends in customer requests. Standard, automated responses to information/assistance requests will be developed. These automated responses will be balanced with personal attention when requested.

5.4.8 Imaging

DCMC is deploying document management workflow/imaging at DCMC HQ and field level activities. Imaging alone provides store and retrieve capability; however, DCMC has moved to the next level to merge imaging with document workflow. This technology, available as an off-the-shelf product, enables DCMC to reduce the amount of paper documentation and provides work process accountability.

DCMC acquired a Command-wide document workflow corporate license in July 1995. Following implementation by DCMC, the DLA Materiel Management and Information Services evaluated the product and subsequently acquired corporate licenses. Effective October 1997, all of DLA began using the same workflow product.

The document management workflow benefits include eliminating the requirement to make multiple copies requiring collateral action, identifying the source of specific actions/comments, providing access to commonly needed documents to multiple users, and eliminating the possibility of lost source documents.

In addition to acquiring the document workflow software, DCMC is involved in other efforts to incorporate imaging technology. DCMC piloted a project for the Office of Personnel Management (OPM) and the DLA Human Resources Directorate in which

DCMDW converted personnel hard copy file folders to an electronic file format. Following the successful pilot, DCMC will convert DCMDE folders to electronic format during FY97.

The Contract File Folder effort is the first DCMC core business area application. This project will convert the current hard copy ACO files to a "full up" electronic document workflow process environment. This application will be working within the planned DCMC infrastructure at the CAO environment and the DCMC COE workstation configuration. OCD was performed at the DCMDE EC/EDI Laboratory in FY96 and the work successfully migrated to an operational DCMC environment beginning in the 1st Quarter FY97. Implementation will be accomplished in FY97.

The Correspondence Control and Suspense Tracking System, using the document workflow process engine, will enable DCMC to migrate to a reduced paper operation. Initial work with a beta test version of the application resulted in a final Commercial Off-the-Shelf (COTS) product that DCMC will evaluate. DPCSC is currently evaluating the COTS product for distribution at HQ and for DCMC-wide use. The results and final product development is expected by 3rd Quarter FY97. A subsequent evaluation by DLA Information Services and Materiel Management is also being formulated at this time for agency-wide distribution and use.

5.4.9 Support to DCMDI

DCMC is working on solutions for complex international communications issues. DCMDI has had recurring problems in the area of network communications. Delays in mission-critical DCMC information to and from Europe and Asia impacts the mission-readiness component the *DCMC FY97 Business Plan*.

During FY96, DCMDI installed 12 64KB telecommunication circuits in the field offices. New circuits to DCMC Southern Europe-Turkey, DCMC Saudi Arabia, and DCMC Americas-Puerto Rico are pending. The installed circuits have improved the data communication capability. However, growth in Internet and DCMC AIS applications requires very high speed circuit such as T-1(1.54 MB). In meeting the requirement, DCMDI plans to upgrade circuits to its five CAOs. Upgrading only the five CAOs is based on the maintainability and economic considerations. The upgrades will be implemented in two phases, upgrading to 512KB now and eventually to T-1 as SPS is deployed Outside Continental United States (OCONUS). Currently, DISA offers no T-1 circuit to the OCONUS DCMDI sites and the commercial T-1 is very expensive.

During FY96, DCMDI implemented PLAS throughout all field offices. Automatic roll up of PLAS data from small offices remain difficult due to the lack of telecommunication circuits. Data are being faxed or electronically mailed to the main offices before roll up.

As a stepping stone, DCMDI plans to deploy the DCMC ALERTS and the Enterprise Management System in DCMC-Americas during FY97, the same schedule as CONUS districts. DCMC-Americas is the only DCMDI office in CONUS and is using MOCAS.

DCMDI is also in a process of upgrading computer hardware, thereby conforming to ADP standards developed by OCWG. Specifically, DCMDI has deployed Oracle servers in 50 percent of their sites; and upgraded NOS in 63 percent of sites and telecommunication circuits in 45 percent of the sites. These upgrades and standardization will enhance DCMDI infrastructure and practices while more closely meeting DCMC standards. Appendix D details the current status of Oracle, NOS, and circuit upgrades.

The core contract module of the System for Integrated Contract Management (SICM) is currently being environmentally tested at all CAOs, as well as their subordinate offices and residencies. The exception being DCMC-Americas, who will continue to use MOCAS and follow the same *DCMC IRM Plan* as the CONUS Area Offices. All current, active contracts have been loaded in the system. As the system is being tested, minor program changes are being made, with the updates being field monthly.

An initiative, currently being tested, is the utilization of the Flexpointe Replication Engine software to roll up subordinate office data to the CAO and then, the CAO data to DCMDI HQ. At the DCMDI HQ level, the plan is to utilize the Flex Open Database Connectivity (ODBC) software to allow the Oracle Database Program to access SICM data. At the field level, the plan is to use the Flex ODBC to enable the use of PowerPlay to analyze SICM data. The goal is to develop a workaround, which will allow DCMDI the ability to provide input to SDW. This requirement will remain until SPS is fielded OCONUS. Another initiative is to develop SICM modules which will provide the same outputs as the MOCAS dependent DCMC corporate systems. The first priority for FY97 is an ALERTS module. Additional modules will be planned and prioritized as appropriate.

5.4.10 Internet

The Internet is rapidly becoming a communications medium of choice for individuals, businesses, and Government Agencies to communicate quickly across the country and the world. DCMC is continuing to use Internet technology to communicate with customers, contractors, and employees worldwide.

The DCMC WWW HomePage was established during FY96 as a means of providing DCMC information to a global audience. The HomePage contains sections for publications and documents; Hot Topics and Initiatives taking place within DCMC; a "Who We Are" area describing the DCMC mission; and a section which allows access to the DLA HomePage, other DLA sites, the White House, Senate, and House of Representatives HomePages, the One Book, and the DCMC Telephone Directory. Access to select material such as contracting manuals and training materials is limited to DCMC employees via password control and Internet address security procedures.

The DCMC HomePage is rapidly evolving into DCMC's primary distribution method for Command information. Through the HomePage, DCMC employees have instant access to Command policies and procedures, business tools, and contract information. Electronic access to information is consistent with DCMC's goal of implementing a paperless office. The DCMC HomePage can be accessed by http://www.dcmc.dcrb.dla.mil. The HomePage

is continually being expanded and updated and will eventually include all DCMC policies and procedures.

During FY97, DCMC will increase access to the Internet/WWW. Specifically, DCMC will add interactive pages to the HomePage, reorganize the web site to make it more efficient, host various databases, and explore the use of Java-based Web applications.

5.4.11 Mid-Tier Configurations

Mid-tier applications are currently processed on a variety of platforms. During FY97 and FY98, the mid-tier applications will be ported to the DCMC standard HPT520. DCMC and DSDC have established a capacity management team to assess the HPT520 capacity. OCWG and DPCSC CCB will continually monitor the capacity to ensure the HPT520s can satisfy/handle the disk and processor resource requirements of the aggregate mid-tier applications.

Additionally, DPCSC CCB and OCWG will review all new applications to ascertain their effect on the mid-tier configuration and ensure additional hardware necessary to increase the HPT520 capabilities is budgeted for and acquired.

5.4.12 Network Access and Telecommunications

The nature of DCMC business, requires users to have access to contract information in a timely manner. High speed network access for those remote users who require the capability is a network access priority within DCMC.

Network users require compatible, networking solutions that include a minimum of 28.8 kilobits per second (Kbs) lines for dial-in capability, improved communication servers for LAN/WAN access, and network management tools that can measure network performance. There have been instances where 56 Kbs communication lines do not meet their full potential.

In FY96, DCMC improved network access considerably; 100 percent of DCMC within the United States and 85 percent of DCMDI has network access; 85 percent of those are connected on-line (LANs) and 15 percent via remote dial-up. This has been a major success in the past year in establishing the wide area infrastructure. DCMC is further attending to 4 percent of users out of a total of 7700 users in the United States who have problems with old hardware at remote sites that cannot carry modern telecommunication protocols and who require refinements in unique access interfaces to applications functionality. Impending equipment upgrades will solve this situation. In DCMDI, similar follow up continues for mostly remote users who require both physical connectivity and refinements in access to applications functionality.

The ability for buying activities and other interested/authorized entities outside of the DCMC to access DCMC applications is of paramount importance. To support a large population of these users, DCMC intends to install a central dial-in solution. DCMC will be

installing an industry standing Point-to-Point (PPP) remote node dial-in solution which is recommended for its performance, security, and scalability. DCMC has selected a solution which combines the functionality of a WAN concentrator, a LAN access server, a router, and terminal server all in a single box. This unit is capable of interfacing 4 T-1 lines and can support up to 96 simultaneous connections including 72 concurrent analog modem calls.

DMCDI is working with HQ and Districts to establish LANs and wide area connectivity. As of the beginning of FY97, approximately 45 percent of the international sites' telecommunication circuits and 63 percent of the sites' NOSs have been upgraded to comply with DCMC standards. Upgrade of additional sites is pending.

Maintaining the new wide area infrastructure represents a significant expense. In addition to the expense of maintaining the current infrastructure, DCMC anticipates increased use of shared data resources and data warehousing, EC, and the expansion of imaging activity. DCMC is anticipating the need for faster and more robust connectivity for both on-line and remote WAN users. The next major goal in this area is to establish, by the end of FY98, a new DCMC-wide standard of connectivity for on-line CONUS WAN users of 1.5MB (T-1), 512KB for OCONUS users, fractional T-1 for remote WAN users, and 100MB for LAN users and upgrade of modems to 33.6 to provide circuit speed commensurate with the anticipated expansion in the nature and volume of long-haul electronic business transactions. Even with the successes of FY96, DCMDI is still considered to be in the initial phase of deployment of the wide area solution, which requires continued priority support to completion. All WAN users must be brought on-line whenever economically feasible. The common industry cost for installation and use of remote access (total cost of ownership) is 20 percent higher per user than for on-line connectivity. The FY97 budget provides for acquisition of a significant number of T-1 circuits.

DCMC is working to develop a framework of standard criteria by which to validate functional requirements for connectivity upgrades at specific locations. DCMC is also surveying potential DISA services in their impending new contracts and allowing field elements the latitude to explore the alternative of Internet service providers where appropriate and cost effective and exploring the use of the Integrated Services Digital Network (ISDN) and Asynchronous Transfer Mode (ATM). DCMC is further researching the Command-wide area solution through a current LAN Study and a planned Benchmarking Study during FY97 on WAN employment and performance.

DCMC is moving forward in acquiring additional tools and technology for managing its networks and telecommunication resources. During FY96, DCMC has:

- Adopted a DCMC Enterprise Management solution for telecommunications.

- Directed upgraded dial-in modems to a minimum of 28.8KB for all DCMC within United States; DCMDI still requires funding for modem upgrades.

DCMC analyzed numerous utilities of compact disks - read only memory (CD-ROM) and have determined the requirement for CD-ROM LAN access. CD-ROMs are required as part of the standard workstation configuration.

E-mail users experienced a variety of problems during the overhaul of the e-mail infrastructure in FY96. DCMC has established a WIPT with representatives from the Districts to solve the problems with e-mail. Upon investigating the situation, DCMC determined that the majority of the problems resulted from the lack of standardized hardware and software. Users throughout DCMC currently operate four different e-mail systems. The current move toward standardizing the office automation software suite on MS will facilitate transmission of e-mail. The Agency's e-mail standard is COE and DMS-compliant to enhance information exchange throughout DoD.

5.4.13 Network Operating System (NOS)

DCMC organizations currently use two NOSs at their hundreds of locations throughout the United States. In light of recent efforts to standardize and ensure complete integration and transmission of data, DCMC analyzed the costs, benefits, and advantages and disadvantages of (1) purchasing software and hardware to enable the current DCMC office computing LAN Operating System Environments (OSEs) to work together; (2) installing a single, standard office computing LAN operating system in DCMC field offices; and (3) installing a combination of NOSs that take advantage of each LAN operating system's strengths.

The analysis considered the SPS technical design and the shared database concept, the installation of DCMC's standard database, new client/server applications, and DCMC's initiative to install a standardized LAN management and HelpDesk system.

DCMC's analysis identified and considered specific strengths of each alternative relative to the District's philosophies and organization. A corporate decision was made to standardize on MS Windows NT server products. This decision is consistent with DLA entering into discussions to obtain a DLA-wide corporate license agreement with MS for all MS products. In addition to the standard application servers, DCMC will continue to move into an all NT server environment during FY98. Sites will continue using their current NOS until corporate licenses are acquired to replace Novell NOSs over time. Additionally, DCMC field offices may continue to use the Novell NOS for print and file services as well as file services for non-corporate applications. This move to one, standard NOS for DCMC networks is part of the overall *Enterprise Management Plan* as discussed in Section 5.4.1.

5.4.14 Program Management

As the costs of providing IT increase, the need for efficient planning and managing acquisition programs becomes more critical. DCMC is restructuring its approach to program planning and management with a disciplined methodology for identifying, developing, acquiring, testing, deploying, and operating information resources throughout the Command.

DCMC Policy Memorandum No. 96-40, *Automated Information Systems (AIS) Acquisition Process (Policy)*, dated September 9, 1996, establishes management and control procedures for automation acquisition projects valued at less than $1M. The policy implements DCMC procedures for acquisition projects in accordance with DoD Directive 5000.1 and DoD 5000.2R. The policy defines roles and responsibilities, review and oversight processes, and documentation requirements. A *Procedure for New/Existing Non-MAISRC/DAISRC Automated Information Systems (AIS) Acquisitions,* scheduled for publication in FY97, will provide detailed instructions for implementing DCMC Policy Memorandum 96-40. Section 4 provides an overview of DCMC's program management process.

The Policy Memorandum requires the establishment of a Configuration Control Board (CCB) within the DPCSC. The CCB provides Configuration Management oversight and is chaired by the Program Manager, unless delegated. The Board reviews proposed changes to ensure that they are consistent with mission needs and program plans; determine the effect on existing or proposed systems; prioritize the changes; and validate implementation progress.

DCMC's progress in providing a disciplined approach to program management is not restricted to internal efforts but is prevalent in the Command's interaction with automation service providers. DCMC is in the process of scrutinizing automation services providers to ensure the support they provide is of the highest standards. DCMC currently requires that software developers and providers attain a CMM Level II rating.

In conjunction with DCMC's requirement that software providers attain CMM Level II, DCMC is conducting CMM training for POs and functional personnel. This training will familiarize DCMC personnel with the software engineering and management methodologies and practices incorporated by the software process improvement concept. The training ensures that customer and software provider expectations and outcomes are understood and agreed upon and met. The training will provide DCMC project personnel the tools to more effectively work with software providers and monitor the software development process.

5.4.15 VTC

DCMC is pursuing VTC technology as a means of enhancing personalized communications between DCMC organizations, thereby increasing the effectiveness of long-distance communications while reducing travel costs. This technology gives the DCMC Commander the ability to conduct video conferences with industry, the Districts and field offices. In addition, the technology will enhance communication between the field offices and industry, each other, and DCMC and District HQ.

Central VTC facilities are now in place at DCMC HQ, DCMDE, and DCMDW, with desktop capability at DCMC HQ and the District Commanders. Due to funding constraints, DCMC has deferred deployment of VTC facilities to field level commanders until FY98.

5.4.16 Workstation Configuration

DCMC will provide the workforce with workstations adequate to satisfy the mission requirements. Due to funding requirements for ALERTS and severe FY97 reductions, complete EUC equipment replacement has been deferred to FY98 and FY99. However, DCMC's goal in this area continues to be "to put a workstation on the desk or in the hands of every DCMC employee who requires it to meet DCMC mission objectives." All workstations will be COE-compliant. DCMC plans to move to a 32-bit workstation operating system within the next twelve months, subject to availability of resources for workstation upgrades and District user training in the new environment.

As discussed in Section 3, DCMC has developed a standard office environment configuration that ensures the workstations and end-user software meet DCMC requirements. Hardware and software that do not comply with the standards are not authorized without specific prior approval. The standard office automation software suite, cited in Exhibit 5-11, minimizes DCMC's electronic communication problems and enhances the Command's ability to communicate internally. DCMC Policy Memorandum No. 96-70, *Electronic Communications Policy,* requires that all DCMC offices be in compliance with the office automation software suite. In FY97, a corporate contract for MS Office Automation and server products will be placed to satisfy all DCMC needs.

In accordance with the prescribed standards, all non-LAN connected workstations acquired will be "communications enabled" with dial-in capability. They must have sufficient memory, speed, and disk space to accommodate DCMC business initiatives. The workstations must be able to operate the standard office automation software in a windowing environment (GUI-driven). The workstations will have e-mail software installed and modems of sufficient speed to meet the increasing demands of high speed data communications within DCMC.

Following the FY98/FY99 total replacement, DCMC policy and budget guidance recommends workstations be replaced at a rate of 25 percent per year, for a complete

replacement every 4 years. This replacement scheduled is one of the routine steps to "the most economical Government."

As the DCMC workforce continues to downsize and hardware funding is reduced in the coming years, tight control and accountability for equipment will become even more critical. All equipment will be driven by solid functional requirements and upgraded selectively to ensure that users have at least the minimum configuration to execute their mission-related duties. DCMC will make prudent use of existing inventories, redistributing internally rather than discarding equipment. Equipment declared excess will be offered to other DLA business areas (i.e., distribution depots) prior to release to local governments or placed on the DoD excess lists.

5.5 Support Initiatives

DCMC's Support Initiatives enhance the workforce's ability to use and manage the hardware, software, and telecommunication tools that facilitate their CAS mission. The Support Initiatives identified in this section will provide the workforce with the knowledge and capabilities to employ the state-of-the-art tools and technology acquired through the Infrastructure and Functional Application Initiatives.

Exhibit 5-13 links the Support Initiatives with the DCMC business goals and objectives they support. The Support Initiative Schedule in Appendix J provides projected development, testing, deployment, and training timeframes. The IRM staff should monitor the DCMC HomePage or contact the appropriate PO for specific project dates and changes.

DCMC GOALS	Perform CAS			Improve Organization and Processes			Perform/Improve Business Processes			Customer Requirements		Promote Workforce
OBJECTIVES	Pre-CAS	Post-CAS	Post-Deliv	Acquisition Process	Risk Mgmt	Tools	Perform Mission	Improve Mission	Enhance Perform	Customer Feedback	Reimb Business	Center Excel
*Training	√	√	√	√	√	√	√	√	√		√	√
Human Resources	√	√	√	√	√		√	√	√		√	√

*Initiative in _FY97 DCMC Performance Plan_.

SUPPORT INITIATIVES

Exhibit 5-13

5.5.1 Training

DCMC will develop training plans to ensure that information resources are utilized efficiently and effectively. Training is critical for both information resource users and support personnel, as training programs are effective agents in providing the cultural change necessary to maximize information resources within the workplace.

Over the past several years, the business world, both private and Government, has experienced an unprecedented demand for highly-skilled technical personnel. DCMC's requirement for skilled personnel is consistent with private industry. Under DCMC's centralized Enterprise Management Architecture, the management and administration of local and remote computer assets will be controlled from two centralized district locations. This centralization of resources amplifies the need for highly-skilled personnel who are knowledgeable in the critical technical arenas. DCMC is developing individualized training plans (IDP) to ensure DCMC IRM support personnel have the skills required to administer and manage the centralized resources. IDPs will focus on the specific skills required for each position.

OCWG is working with the Workforce Management Office in a combined effort to develop a comprehensive certification training program for the 334 job series for DCMC's automation support staff. Position Descriptions (PD) are being reviewed and finalized to accurately describe the disciplines associated with specific duties for each position. PDs will help identify the appropriate combination of disciplines (334 baseline plus appropriate job-related disciplines) for each individual. This will serve as the basis for developing IDPs that reflect the core training requirements and specialized training in specific disciplines for individuals. The training will be enhanced by vendor training, e.g., standard Oracle; specific software; or technical skill training necessary for job enhancement.

DCMC is investigating alternative training approaches utilizing various technologies. Specific methods under investigation are satellite transmissions, tutored video instruction, and computer-based training (CBT).

DCMC training personnel determined that CBT can be successfully applied to many existing training courses. Consequently, DCMC is pursing establishing study facilities with dedicated multimedia-capable computers at primary and secondary field activities. The multimedia workstations would be sound and video capable and have CD-ROMs. Activities with a small number of staff personnel would utilize a regular workstation computer configured to support multimedia technology.

This training technology will provide the DCMC staff a centralized location for self-paced training and development as well as access to numerous CBT packages currently available.

Currently, the DLA Civilian Personnel Support Office (DCPSO) St. Louis is supporting DCMC with the development of MOCAS CBTs and MOCAS Help Environment.

5.5.2 Human Resource Management

During FY96, DCMC experienced a reorganization as part of DoD's efforts to rightsize. This reorganization ensures DCMC's IRM staff is in line with the modern enterprise in which 8 to 10 percent of the workforce is concentrated in IRM disciplines. Subsequent to the reorganization, DCMC can continue with efforts to develop standard input codes for PLAS, test data collection procedures, analyze the data collected, and develop standard IDPs and PDs in conjunction with OCWG.

During FY97, DCMC is conducting a Benchmarking Study on distributed computing. This study will provide valuable lessons learned for DCMC's IRM human resource area. The information derived from the study will enhance refinements to the core training and IDPs, thereby increasing the technical expertise of the workforce.

Additionally, DCMC is consulting with industry and researching the latest training methods, decisionmaking skills, successful methodologies, and successes to infuse industry standards and best practices into the DCMC workforce at the ground level.

Efforts in incorporating industry best practices has supported DCMC's move to the integrated Enterprise Management Architecture, thereby centralizing LAN/server support at the Districts. Under this approach, the District "F" shops will be the focal point for corporate applications, HelpDesk, and CM support. Database administration will be provider via contractor support. Ultimately, this approach will provide increased compatibility and standardization DCMC-wide, enhancing the CAO end-user ability to conduct the mission.

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6. RISK MANAGEMENT

DCMC's risk management program provides a mechanism for identifying risks to information resources and monitoring and controlling those risks throughout the AIS development, deployment, and operation. By implementing a structured risk management program, DCMC is making a concentrated effort to minimize the cost and effect risks have on AISs. The risk management program is documented in the *DPCSC Standard Procurement System (SPS) Risk Management Plan, Version 1.0.*

DCMC's risk management program is comprised of two phases: Risk Assessment and Risk Mitigation. Exhibit 6-1 depicts the risk management program phases and activities.

RISK MANAGEMENT

RISK ASSESSMENT	*RISK MITIGATION*
Risk Identification involves identifying the risk.	**Risk Planning** requires development and approval of a mitigation strategy for each risk.
Risk Analysis includes describing the risk and estimating its impact and probability of occurrence.	**Risk Monitoring** involves periodic review of risks.
	Risk Controlling focuses on incorporating the risk mitigation strategies into program management.

RISK MANAGEMENT PHASES AND ACTIVITIES

Exhibit 6-1

Although the Risk System Manager enters each risk into the Risk Management Application database, each individual AIS project manager is responsible for the risk associated with their project. The database enables managers to organize and track the information related to the risks. The Risk System Manger continually revises the database to incorporate the results of each phase's activities, e.g., identification, analysis, planning, etc. New risks and risk strategies are also incorporated.

Once a project manager or team identifies a risk, the Risk System Manager develops an initial entry in the database. This strawman is the basis for continuous analysis and

monitoring. The project manager/team analyzes the risk to determine its impact on the cost, schedule, and system performance. The probability that each impact will occur is then estimated.

In the Risk Mitigation phase, the project manager/project team develops a mitigation strategy to reduce the effect of the impact or probability of the risk occurring. The strategy details the specific tasks and timeframes to be undertaken in addressing the risk. The project manager/project team periodically reviews the strategy, ensuring that the tasks are executed at the proper time. The mitigation tasks are incorporated in the project plans and documentation. Once incorporated, the tasks become part of the overall program management effort.

DCMC's proactive approach to risk management will enable the Command to more effectively manage its information resources and ultimately provide the workforce with better products and services at a lower cost.

7. SUMMARY

Today's technical and business environments are creating unprecedented demands for information resources throughout DCMC. As workloads increase and the workforce decreases, DCMC has turned to IT as a means of helping to fulfill the mission requirements.

IT has become an integral part of the DCMC operation. Business and information resource managers are working together to design and develop systems based upon state-of-the-art technologies. This alignment of business and technology is enabling DCMC to provide the ultimate in customer service at the lowest possible costs.

DCMC's approach to business and technology alignment is reflected in the Command-wide enterprise architecture. This architecture integrates all DCMC mission-related components, focusing on the interrelationships among the components. The enterprise architecture and business reengineering will result in a restructuring of processing as our Districts will be in a better position to assist our local end user computer support personnel in their day to day tasks of supporting the DCMC workforce.

DCMC has acquired and is deploying enterprise management software that will assist in the management of our enterprise client server environment, reduce the overall time needed to deploy new or updated applications, provide DCMC up-front information on our field workstation configurations, and allow our local end user, computer support personnel time to concentrate on problems within their own systems. The software will provide DCMC the ability to control the existing client/server environment and ensure successful deployment of future applications from two central locations. The District "F" shops will be the focal point for corporate application, HelpDesk, database administration, and CM activities.

DCMC's progress in IT is founded on the following technologies: shared data, electronic media, telecommunications, software migration, standardization, and a common operating environment. These technologies are the underlying basis for the FY97 IRM initiatives discussed in this Plan. These initiatives are the IRM community's specific projects undertaken to provide the information resources necessary to support the DCMC mission of providing CAS to its customers.

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Appendix A

ACRONYMS

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APPENDIX A. ACRONYMS

ABC	Activity-Based Costing
ACO	Administrative Contractor Officer System
ACTS	Automated Configuration Tracking System
ADP	Automated Data Processing
ADP/T	Automated Data Processing/Telecommunications
AIS	Automated Information System
AMIS	Air Force Acquisition Management Information System
AMS	Automated Metrics System
AO	Area Office
APB	Acquisition Program Baseline
AQAC	Procurement Corporate Information Management
AQB	Operational Assessment and Programming
AQO	Contract Management Policy
ATM	Asynchronous Transfer Mode
ATS	Audit Transmission System
AWR	Automated Work Requests
BOA	Basic Ordering Agreement
BPR	Business Process Re-engineering
CAO	Contract Administration Office
CAS	Contract Administration Services
CASE	Computer-aided Software Engineering
CAT	Contract Administration Team
CBT	Computer-Based Training
CCB	Configuration Control Board
CCDB	Closed Contract Database
CDA	Central Design Activity
CD-ROM	Compact Disk - Read Only Memory
CFM	Continental United States Freight Management System
CIM	Corporate Information Management
CIS	Contractor Information Service
CM	Configuration Management
CMM	Capability Maturity Model
COE	Common Operating Environment
COMPASS	Contract Management Paperless Support System
CONUS	Continental United States
COTS	Commercial Off-the-Shelf (software or hardware)
COOP	Continuity of Operations Plan
CPMS	Contract Property Management System
CPR	Cost Performance Reporting
CPRS	Contractor Performance Report System
CPSS	Customer Priority Surveillance System
CPU	Central Processing Unit

CRS	Contractor Registration System
DACO	District Administration Contracting Office
DADS	DCMC Automated Disposition System
DAISRC	Defense Automated Information System Review Council
DASC	DLA Administrative Support Center
DBMS	Database Management Systems
DCAA	Defense Contract Audit Agency
DCARRS	Defense Contract Administration Reimbursable Reporting System
DCE	Distributed Computing Environment
DCMC	Defense Contract Management Command
DCMDE	DCMD - East
DCMDI	DCMD - International
DCMDW	DCMD - West
DCMD	Defense Contract Management District
DCN	Document Control Number
DCPSO	DLA Civilian Personnel Support Office
DFAR	Defense Federal Acquisition Regulation
DFARS	DoD FAR Supplement
DFAS	Defense Finance and Accounting Service
DII	Defense Information Infrastructure
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DISMS	Defense Incremental Subsistence Management System
DLA	Defense Logistics Agency
DLA-CAN	DLA Information Services
DMC	Defense Megacenter
DMS	Defense Messaging Service
DoD	Department of Defense
DPACS	DLA Pre-Award Contracting System
DPCSC	Defense Procurement CIM Systems Center
DSDC	DLA Systems Design Center
DSIS	Decision Support Information System
DT&E	Demonstration Testing and Evaluation
e-mail	Electronic Mail
EC	Electronic Commerce
EDA	Electronic Data Access
EDI	Electronic Data Interchange
EFT	Electronic Fund Transfer
EIS	Executive Information System
ESB	Executive Steering Board
ET	Environmental Test
EUC	End-user Computing
FAR	Federal Acquisition Regulation
FASA	Federal Acquisition Streamlining Act
FASST	Functional Automation and Systems Support Team

FEDCAS	Federal Contract Administration Service
FEDLOG	Federal Logistics Data
FMS	Foreign Military Sale
FPL	Functional Priority List
FRD	Functional Requirements Document
FRWG	Functional Requirements Working Group
FT	Functional Testing
FTE	Full-time Employment
FY	Fiscal Year
GAO	General Accounting Office
GB	Gigabyte
GBL	Government Bill-of-Lading
GOTS	Government Off-The-Shelf
GPRA	Government Performance and Results Act
GSA	General Services Administration
GUI	Graphical User Interface
HQ	Headquarters
ICP	Inventory Control Point
IDIQ	Indefinite Delivery/Indefinite Quantity
IDP	Individualized Development Plan
IM	Information Management
IOT&E	Initial Operational Test and Evaluation
IPPD	Integrated Product and Process Development
IPT	Integrated Product Team
IRM	Information Resources Management
ISDN	Integrated Services Digital Network
IT	Information Technology
ITIMP	Integrated Technical Item Management and Procurement System
JITC	Joint Interoperability Test Command
Kbs	Kilobits Per Second
LAN	Local Area Network
MAISRC	Major Automated Information System Review Council
MB	Megabyte
MDA	Milestone Decision Authority
MILSCAP	Military Standard Contract Administration Procedure
MILSPEC	Military Specifications
MIS	Management Information System
MOCAS	Mechanization of Contract Administration Services
MNS	Mission Needs Statement
MS	Microsoft
NASA	National Aeronautical Space Administration
NOS	Network Operating System
OACIS	Over and Above Centralized Information System
OARS	On-Line Report Access
OASYS	Over and Above System

OCD	Operational Concept Description
OCONUS	Outside the Continental United States
OCWG	Office Computing Work Group
ODBC	Open Database Connectivity
OIPT	Overarching Integrated Product Team
OJT	On-the-Job Training
OMB	Office of Management and Budget
OPF	Official Personnel File
OPM	Office of Personnel Management
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
OSE	Open Systems Environment
OTD	Operational Test Director
PASS	Pre-award Survey System
PC	Personal Computer
PCARSS	Plant Clearance Automated Reutilization Screening System
PCIM	Procurement Corporate Information Management
PD	Position Description
PEO	Program Executive Officer
PLAS	Performance Labor Accounting System
PM	Program Manager
PO	Project Officer
POM	Program Objective Memorandum
PPP	Point-to-Point
PPR	Progress Payment Request
PROCAS	Process Oriented Contract Administration Services
P/SAT	Programs and Systems Advisory Team
PSD	Program Status Data
PWB	Pricing Workbench
QAR	Quality Assurance Representative
RDBMS	Relational Database Management System
RO	Requirements Officer
ROI	Return On Investment
SDW	Shared Data Warehouse
SICM	System for Integrated Contract Management
SPS	Standard Procurement System
SQL	Structured Query Language
TAFIM	Technical Architecture Framework for Information Management
TAMS	Termination Automated Management System
TD	Technical Director
T/D	Termination for Default
TEMP	Test and Evaluation Master Plan
TRAMS	Transportation Automated Management System
VTC	Video Teleconferencing
WAN	Wide Area Network

WIPT   Working-level Integrated Product Team
WWW   World Wide Web

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Appendix B

GLOSSARY

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APPENDIX B. GLOSSARY

Terminology within the IRM community is varied; therefore, the following definitions are provided as a basis for this document:

Automated Information System (AIS) is the combination of computer hardware and software, data, or telecommunications, that performs functions such as collecting, processing, transmitting, and displaying information. Excluded are computer resources, both hardware and software, that are: physically part of, dedicated to, or essential in real time to the mission performance of weapon systems.

Corporate Initiatives are large-scale Command-wide efforts that provide administrators the ability to manage Defense Contract Management Command (DCMC) efforts in meeting business goals, e.g., enterprise management, benchmarking, and metrics.

Electronic Commerce is the end-to-end paperless exchange of routine business transactions.

Electronic Data Interchange is the computer-to-computer communication of standard business transactions in a standard format that permits the receiver to perform the intended transaction.

Functional Application Initiatives provide the functional support for DCMC employees to conduct contract administration efficiently and effectively. The functional initiatives revolve around application initiatives including the Standard Procurement System (SPS) and Mechanization of Contract Administration Services (MOCAS).

Goals are concise statements that define the organization's measures for success. The goals describe "what an organization expects to attain."

Hardware is the equipment that supports management information systems.

Infrastructure Initiatives focus on providing state-of-the-art tools necessary to support the corporate and functional application systems, e.g., hardware and telecommunication systems.

Integrated Product and Process Development (IPPD) is a management technique that integrates all acquisition activities starting with requirements definition through production, fielding/deployment, and operational support in order to optimize the design, manufacturing, business, and supportability processes.

Information Resources Management (IRM) is the planning, budgeting, organizing, directing, training, and control associated with the creation, collection, processing, transmission, dissemination, use, storage, and disposition of information. It encompasses

the management of information itself and its related resources, such as personnel, equipment, funds, and technology. Five program elements constitute the basic framework for the Agency's IRM program and the planning effort as follows: IRM program management, information management, hardware, software, and telecommunication services.

IRM Program Management is the overall management and control of IRM activities including the development and implementation of IRM policies and programs.

Information Management is the overall management and control of the Agency's investment in information, including identification and sharing of management information needs; architectures; missions/functions; ensuring standardization, control, security, and integrity of data stored or manipulated; statistical and records management activities; and the privacy of records and freedom of information.

Major Milestone is the decision point that separates the phases of an acquisition program. Major milestones vary depending on the size and scope of the program under development.

Milestone Decision Authority (MDA) is the individual designated, in accordance with published criteria, to approve entry of an acquisition program into the next phase.

Mission statement presents the organization's overall direction, specifically articulating the reason for the organization's existence. The mission statement serves as a directive for the drive, growth, and development of the organization.

Software is system, utility, or application programs expressed in a computer-readable language.

Strategies are broadly defined activities that serve as the foundation for an organization to achieve its ultimate vision. The strategies serve as a guide for reaching the ultimate vision.

Support Initiatives assist the DCMC workforce in using and managing the technology obtained, e.g., training, the Help Desk.

Telecommunications is the means of transmitting information between locations e.g., terminal, transmission, and switching facilities for both voice and date.

Vision articulates the optimum environment for the organization. It stresses the success of the organization when the specific goals are attained.

Appendix C

DLA PLANNING DOCUMENTS

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APPENDIX C. DLA PLANNING DOCUMENTS

The Defense Logistics Agency (DLA) was established in 1963 to provide supplies to the armed efforts during times of national emergencies.   DLA envisions the Agency as becoming the provider of choice for customers worldwide, providing logistics readiness and acquisition support efficiently and effectively.

In complying with the Government Performance and Results Act (GPRA), DLA has developed a hierarchical planning system that states Agency-wide goals with each business area focusing on their specific challenges. The individual business area plans for achieving the goals are documented in their unique business plans which are incorporated in the *DLA Strategic Plan.*

> ### *DLA MISSION STATEMENT*
> The Defense Logistics Agency is a combat support agency responsible for worldwide logistics support throughout the Department of Defense. The primary focuses of the Agency is to support the warfighter in time of war and in peace, and to provide relief efforts during times of national emergency.

DLA STRATEGIC PLAN

The *DLA Strategic Plan* is the comprehensive long-range, business and performance plan by which Agency performance and effectiveness is measured. The *DLA Strategic Plan* is comprised of the following documents:

- *DLA Corporate Plan* - The *DLA Corporate Plan* presents the overall Agency planning process and expectations. The *DLA Corporate Plan* focuses on the Agency-wide mission, vision, and goals. The Plan presents four agency goals, strategic initiatives, and performance management measures for the implementation of each of the four goals. Additionally, the *DLA Corporate Plan* assigns organizational responsibility for satisfying initiatives in the respective business areas, namely the supply centers, distribution depots, all business areas, and the Defense Contract Management Command (DCMC).

- **Individual Component Business Plans** - DLA requested each of the Agency's Headquarters elements and Commands develop separate business plans, stating the specific component's goals, objectives, strategies, performance measures, and resource requirements necessary to accomplish their goals. The goals and objectives identified in each business plan will directly support Agency goals and objectives specified in the *DLA Corporate Plan.* Additionally, the business plans will identify performance goals, resources needed, and performance indicators for inclusion in the *DLA Annual Performance Plan*.

- ***DLA Annual Performance Plan*** - This plan documents the performance goals and indicators used to determine DLA's performance. The performance information contained in the individual component business plans provides the basis for the *DLA Performance Plan.* The performance for each component will be measured to determine how well the DLA components have met their performance goals during the year. The results are submitted to the Office of Management and Budget (OMB) each year in compliance with the GPRA.

DLA has developed four goals that guide the Agency's course in achieving its mission. These goals, as documented in the *DLA Corporate Plan,* reflect DLA's expectations. In setting these goals, DLA is challenging each business and corporate function to maximize its support to its customers in the most effective manner.

DLA GOALS

- ***Put the customers first***

- ***Improve the process of delivering logistics support***

- ***Empower employees to get results***

- ***Meet customer readiness and weapon systems acquisition requirements at reduced cost***

As a technologically progressive Agency, DLA is cognizant of information technology's (IT) role in conducting Agency business. Only by incorporating new technologies will DLA be able to successfully compete in today's markets. IT is enabling the business areas to readily adapt to today's rapidly changing environments and fulfill their missions in the most efficient and cost-effective manners.

The *DLA IRM Strategic Plan* reflects the Agency's strategic guidance and planning in the IT arena. The plan is a key element of the *DLA Corporate Plan* and is consistent with the *DCMC IRM Plan*.

DLA IRM STRATEGIC PLAN

The IRM mission, as stated in the *DLA IRM Strategic Plan,* reemphasizes DLA's commitment to supporting the contract administration and materiel management business functions via IT. In achieving this mission, the Office of Information Services (DLA-CAN) anticipates providing corporate assistance to the business areas by pursuing new technologies that enhance business processes, modernizing and maintaining an environment that supports productivity, and pursuing standardization in an opens systems environment (OSE).

> ### *IRM MISSION STATEMENT*
> Our IRM mission is to leverage IRM to best support business areas' efforts to radically reengineer their processes, dramatically improve service, and significantly reduce costs to their customers.

DLA-CAN supports the Agency's continuous improvements of products and services through reengineering business processes and improving shared access to accurate and timely information. The *IRM Strategic Plan* presents the IRM Executive Steering Board's (ESB) guidelines to assist in the development of implementation of IRM strategies. Specifically, ESB recommends IT solutions comply with the following guidelines.

IRM GUIDELINES

- *Buy commercial before doing organically*

- *Drive processing to the desktop*

- *Aggressively pursue data sharing/accessibility*

- *Corporate information assets at all tiers will reside on networked servers capable of timely recovery*

- *Achieve interoperability through standard data, common operating environment, and context mediation technologies*

- *Exploit global telecommunications opportunities*

- *Fund software development as expense (2-year life) versus capital*

- *Invest in architecture that results in the best value while minimizing the technology gaps with a target of no more than one generation behind commercial state-of-the-art*

> - *Enhance security while maintaining free flow of information to those who require it*

The Plan also articulates DLA-CAN's six-dimensional approach to solving IT issues, problems, requirements, or proposed solutions. The dimensional approach represents support to the mission and vision in terms of their supporting strategies.

♦ **Process Strategies:** Sequences of business activities required to accomplish mission objectives.
- **Common Interfaces** - Specify common Applications Programming Interfaces for new software development.

- **Middleware** - Standardize on a set of middleware tools for interfacing legacy systems, paving the way to a shared data environment.

- **Remote Access** - Provide a remote access capability to accommodate work outside the traditional office and organizational structure.

- **Groupware** - Provide tools to facilitate collaborative work.

♦ **Function Strategies:** A business discipline that accomplishes the mission objective(s) within a domain.
- **COOP** - By the year 2001, all corporate information assets at all tiers will reside on networked servers that are designed and managed for recovery within 24 hours.

- **Legacy Improvement Decisions** - All changes to legacy systems must consider potential improvements to modularity, separation of data from applications, and conformance to DoD mandates.

- **Mid And Personal Tiers Focus** - Focus on interoperability at the desktop and mid-tier.

- **Outsource** - Evaluate alternative sources of computer operations and services.

♦ **Data and Information Strategies:** Organization of and access to data to meet information needs.

- **Firewalls** - In order to assure authorized access to data and information and deny unauthorized access, DLA will:

  ◊ Implement server firewalls across the Agency by FY98:
  ◊ Implement single point authentication by the Year 2001

- **Year 2000 (Y2K)** - Improve data management to avoid impoverishing systems development that can lead to situations like the impending Y2K disaster.

- **Internet Access** - Create Internet interfaces to corporate data that facilitates wider access, both internal and external to the Agency.

♦ **Technology Strategies:** Mechanization or automation used to accomplish the mission.

- **Stay Current (Systems)** - Program replacement of technology to stay current within one generation commercial level state-of-the-art.

- **Rehost in Sync** - Program for software rehosting in synchronization with hardware replacement.

- **Stay Current (Software)** - Program for maintenance or replacement of personal tier software to stay current with the market.

- **COTS** - Commercial off-the-shelf (COTS) is preferred over Government off-the-shelf (GOTS). GOTS is preferred over ruggedized/militarized and local unique solutions.

♦ **Resources Strategies:** Funds, personnel, external support sources, and infrastructure required to accomplish the mission. Includes identification of core competencies.

- **Program Full Life Cycle Cost Program** - Program and budget for requirements at full investment cost.

- **R&D** - Program and fund resources to continually review, test, and support new technologies to find innovative approaches to DLA's business.

- **Core Competencies** - Determine the required core competencies of the DLA community to accomplish the *IRM Strategic Plan*. Identify skills that should be developed internally and those that can be outsourced.

- **Bandwidth on Demand** - Provide telecommunications bandwidth on demand at commercially acceptable prices.

♦ **Control Strategies:** Plans, policies, and strategies for executing the mission. Includes identification of external and internal decision authority or constraints.

- **Establish ESB** - Establish a DLA IRM ESB chartered by the Director, chaired by the Principal Deputy Director, with standing membership of the Deputy Directors and the CIO. This IRM-ESB would synchronize corporate IRM requirements.

- **Enforce LCM** - Enforce information systems life cycle management.

- **Enterprise-level Metrics** - Establish an enterprise management system for measuring and diagnosing the performance and cost of computer operations.

- **Standards** - Position our systems to be ready to interface with external systems by:

    ◊ Enforcing the use of mandated data standardization
    ◊ Participating in Government and industry policy and working groups

Appendix D

DCMC FY96 ACCOMPLISHMENTS

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APPENDIX D.
DCMC FY96 ACCOMPLISHMENTS

During FY96, the Defense Contract Management Command (DCMC) made significant strides in developing Automated Information Systems (AIS), upgrading telecommunication connectivity, and acquiring hardware. Many of the initiatives originally identified in the *DCMC Information Resources Management (IRM) Plan*, February 1996, have been completed and deployed throughout DCMC.

This section does not address all DCMC IRM FY96 accomplishments but concentrates on those that were discussed in the FY 96 *DCMC IRM Plan* and are now utilities or in various stages of tuning or maintenance. These systems require continual support throughout FY97 to maintain and enhance their functionalities.

1. **Database Management System (DBMS)** - DCMC selected Oracle as its relational DBMS. Oracle is the infrastructure upon which DCMC will build from to support its automated information needs. The relational DBMS has been acquired as the single, common DCMC corporate-wide relational DBMS with structured query language (SQL) capability. DCMC has acquired a corporate license to use Oracle at Headquarters and the three Districts**.**

2. **Technical Migration Bridge -** The Technical Migration Bridge provides reverse data replication capability from the Shared Data Warehouse (SDW) DBMS to the SPS/MOCAS SUPRA DBMS. Forward data replication between these DBMSs and initial SDW data pollution is provided under Shared Database Project. The data bridge is required to keep SPS/MOCAS data synchronized with the SDW data environment as MOCAS functionality is incrementally replaced by the SPS or migrated/enhanced to become the target SPS. Provides an initial DSS to support "stored" and ad hoc user query of SDW.

3. **HQ Audit & Inspection Management System (AIMS)** - AIMS is a relational database management system created in-house using Microsoft Access that helps AQ track audits and inspections. Technical support and maintenance will be provided throughout the year, as needed.

4. **International Support -** DCMDW worked with DCMDI during FY96 to bring the DCMDI in compliance with DCMC standards for telecommunications. Exhibit D-1 illustrates the progress as of FY97. Additional work is dependent upon budget constraints.

	NOS	**Oracle**	**Circuit**

	Upgrade	Server	
Southern Europe			
Wiesbaden, Germany	Done	Done	64KB
Tel Aviv, Israel	Done	Done	64KB
Ankara, Turkey			Pending
Madrid, Spain	Done		64KB
Vicenza, Italy			Pending
Northern Europe			
Brussels, Belgium	Done	Done	64KB
Loudwater, England	Done	Done	64KB
Rochester, England	Done	Done	ISDN
Bristol, England	Done	Done	ISDN
Middle East			
Saudi Arabia	Done	Done	Pending
Cairo, Egypt			
Kuwait			Pending
Pacific			
Atsugi, Japan	Done	Done	64KB
Melbourne, Australia	Done	Done	ISDN
Kuala Lampur, Malaysia	Done	Done	64KB
Singapore, Malaysia	Done	Done	64KB
Kim Hae, Korea	Done	Done	64KB
Taegu, Korea	Done	Done	64KB
Seoul, Korea	Done	Done	Pending
Americas			
Ottawa, Canada	Done	Done	64KB
San Juan, Puerto Rico	Mar 97	Mar 97	Pending

DCMDI UPGRADE

Exhibit D-1

The System for Integrated Contract Management (SICM) FY96 accomplishments include performing the functional test, training, and initiating the environmental test. As a result, program enhancements have been generated from the field. A new SICM work group, which plans, prioritizes, and prioritizes milestones, was established after DCMDI's reorganization and move to Fort Belvoir. The SICM development team received a GSA 1996 Acquisition Innovation Award.

5. **SPS/MOCAS Conversion** - DCMC initiative automated work requests (AWR) to enhance the system, including:

- **AMIS/MOCAS Conversion -** Provide software necessary to convert the contracts currently being administered and/or paid through the Air Force Acquisition Management Information System (AMIS) in accordance with the directives of the DMRD 916.

- **Split Checks $99M -** Modify SPS/MOCAS to accept invoices of over $100 million dollars, but not to pay through current Split Checks process. These invoices create a manual MAPPR and prevent the automatic payment invoices (API) process to occur.

- **In-The-Clear Administrative Information -** Per MOA with Air Force Material Command (AFMC), AMIS provides capability for special payment instructions at contract line item level. SPS/MOCAS currently has contracts requiring special payment processing, but does not provide systemic capability for processing.

- **Withhold Data -** Per MOA with AFMC, AMIS provides visibility of amounts withheld on contracts while SPS/MOCAS does not. These amounts are reported to Denver via CPNs and Air Force accrued expenditure unliquidated (AEU) reports.

- **PV5 -** Per MOA with AFMC, the AMIS system provides payment information at line item level, while SPS/MOCAS provides MILSCAP PV5 CPNS for only payments that are processed as API. SPS/MOCAS will be changed to produce this data for invoices that are manually (systematically) paid by the system.

- **CLIN/ELIN Disbursement -** Provides Line Item Visibility of Disbursements. Retains data in Financial History File. Satisfies MOA with AFMC.

- **SUPRA Native Mode** - Acquisition and installation of SUPRA, the SPS/MOCAS data manager. Provides for migration of SPS/MOCAS from CINCOM's Total Information System (TIS) Release 1.6, Database Software to CINCOM's SUPRA Release 1.3.5, and Mantis 4.2 Software. Allows multitasking capability, more efficient use of space in the file structure including indexing, and the system also has the feature of using secondary keys, an improvement not found in the old Data Management System.

6. **HQ Training Management System (TMS)** - TMS is a relational DBMS created in-house using Microsoft Access that helps manage AQ training. Technical support and maintenance will be provided throughout the year, as needed.

7. **HQ Travel System -** The Travel System is a relational DBMS created in-house using Microsoft Access that helps manage AQ travel. Technical support and maintenance will be provided throughout the year, as needed.

8. HQ Monthly Obligation Plan (MOP) - MOP helps track planned versus actual obligations within AQ on a series of three dimensional spreadsheets that are linked together and is used by the AQBA staff to manage team budgets. Each fiscal year a new version is created. Technical support and maintenance will be provided throughout the year, as needed.

Appendix E

PROJECT OFFICERS

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APPENDIX E. PROJECT OFFICERS

DOD-WIDE INITIATIVES

Standard Procurement System (SPS)
Program Manager: CAPT E. J. Case
DCMC/AQAC
(703) 767-6363
DSN 427-6363

Shared Data Warehouse (SDW)
Project Officer: Lt Col Brian Marshall
DCMC/AQAC-P
(703) 767-6334
DSN 427-6334

DCMC CORPORATE INITIATIVES

Automated Metric System (AMS)
Project Officer: Mr. Rick Lundy
DCMC/AQAC-P
(703) 767-6337
DSN 427-6337

Performance and Labor Accounting System (PLAS)
Project Officer: Mr. Don Peterson
DCMC PLAS Program Management Center
(312) 825-6590
DSN: 930-6590

FUNCTIONAL APPLICATION INITIATIVES

SPS/MOCAS
Project Officer: Mr. Ron Kunihiro
DCMC/AQAC-P
(703) 767-6338
DSN 427-6338

ALERTS
Project Officer: COL Pat Bayless
DCMC/AQAC-P
(703) 767-3413
DSN 427-3413

ACO Modification Module
Project Officer: Mr. Jim Rardon
DCMC/AQAC-P
(703) 767-6331
DSN 427-6331

Automated Configuration Tracking System (ACTS)
Project Officer: Mr. Dennis Skoneczka
DCMC/AQAC-P
(703) 767-3427
DSN 427-3427

Automated Work Request (AWR)
Individual Project Officer for each AWR
POC: Ms. Joan Donahue
DCMC/AWAC-P
(703) 767-6328
DSN 427-6328

Closed Contract Database (CCDB)
Project Officer: Mr. Dan Moriarty
DCMC/AQAC-P
(703) 767-6330
DSN 427-6330

Contractor Information Service (CIS)
Project Officer: Mr. Jim Rardon
DCMC/AQAC-P
(703) 767-6331
DSN 427-6331

Contractor Performance Report System (CPRS)
Project Officer: Mr. Jim Rardon
DCMC/AQAC-P
(703) 767-6331
DSN 427-6331

DCMC Automated Disposition System (DADS)
Project Officer: Ms. Maxine James
DCMC/AQAC-P
(703) 767-6929
DSN 427-6929

Defense Contract Administration Reimbursable Reporting System (DCARRS)/PLAS Interface
Project Officer: Ms. Joan Donahue
DCMC/AQAC-P
(703) 767-6328
DSN 427-6328

DLA Pre-Award Contracting System (DPACS)/MOCAS Interface
Project Officer: Ms. Gabrielle Geroe
DCMC/AQAC-P
(804) 279-3646
DSN: 695-3646

Executive Information System (EIS)
Project Officer: Mr. Dennis Skoneczka
DCMC/AQAC-P
(703) 767-6327
DSN 427-6327

Graphic User Interface (GUI)
Project Officer: Ms. Joan Donahue
DCMC/AQAC-P
(703) 767-6328
DSN 427-6328

On-Line Report Access (OARS)
Project Officer: Mr. Dan Moriarty
DCMC/AQAC-P
(703) 767-6330
DSN 427-6330

OASYS
Project Officer: Herman Louie
DCMC/AQAC-P
(703) 767-6332
DSN 427-6332

Pre-Award Survey System (PASS)
Project Officer: Mr. Jim Rardon
DCMC/AQAC-P
(703) 767-6331
DSN 427-6331

Plant Clearance Automated Reutilization Screening System (PCARSS)
Project Officer: Ms. Maxine James
DCMC/AQAC-P
(703) 767-6929
DSN 427-6929

PLAS/DCARRS Interface
Project Officer: Mr. Joan Donahue
DCMC/AQAC-P
(703) 767-6328
DSN 427-6328

Terminations Automated Management System (TAMS)
Project Officer: LT COL Robert Weinhold
DCMC/AQAC-P
(703) 767-2369
DSN 427-2369

Transportation Automated Management System (TRAMS)
Project Officer: Ms. Maxine James
DCMC/AQAC-P
(703) 767-6929
DSN 427-6929

Year 2000 Requirements
Project Officer: Mr. Dan Moriarty
DCMC/AQAC-P
(703) 767-6330
DSN 427-6330

INFRASTRUCTURE INITIATIVES

Enterprise Management
Project Officer: Mr. Dwayne Eriksen
DCMC/AQAC-P
(505) 846-0284
DSN 246-0284

Continuity of Operations Plan (COOP)
Project Officer: Ms. Ethel Berg
DLA/CANM
(703) 767-2194
DSN 427-2194

Corporate Licenses
Project Officer: Mr. Alex Evan
DCMC/AQAC-P
(703) 767-6326
DSN 427-6326

Data Integration
Project Officer: Alex Evan
DCMC/AQAC-P
(703) 767-6326
DSN 427-6326

Electronic Commerce/Electronic Data Interchange (EC/EDI)
Project Officer: Mr. Ron Kunihiro
DCMC/AQAC-P
(703) 767-6338
DSN 427-6338

HelpDesk
"F" Shop
DCMDE
DCMDW

Imaging
Project Officer: Mr. Herman Louie
DCMC/AQAC-P
(703) 767-6332
DSN 427-6332

International Support
Project Officer: Frazer Yeung
DCMC/AQAC-P
(703) 767-6336
DSN 427-6332

Internet
Project Officer: Mr. Victor Szabo
DCMC/AQAC-P
(703) 767-2373
DSN 427-2373

Mid-Tier Configuration
Project Officer: Mr. Alex Evan
DCMC/AQAC-P
(703) 767-6326
DSN 427-6326

Network Access and Telecommunications
Project Officer: Mr. Alex Evan
DCMC/AQAC-P
(703) 767-6326
DSN 427-6326

Network Operating System
Project Officer: Mr. Alex Evan
DCMC/AQAC-P
(703) 767-6326
DSN 427-6326

Program Management
Project Officer: Mr. Ron Kunihiro
DCMC/AQAC-P
(703) 767-6338
DSN 427-6338

Video Teleconferencing
Project Officer: Mr. Victor Szabo
DCMC/AQAC-P
(703) 767-2373
DSN 427-2373

Workstation Configuration
Project Officer: Mr. Alex Evan
DCMC/AQAC-P
(703) 767-6326
DSN 427-6326

SUPPORT INITIATIVES

Training
Project Officer: LT COL Robert Weinhold
DCMC/AQAC-P
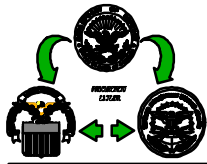(703) 767-2369

Human Resources
DCMC/AQB

Appendix F

DOD-WIDE INITIATIVE SCHEDULE

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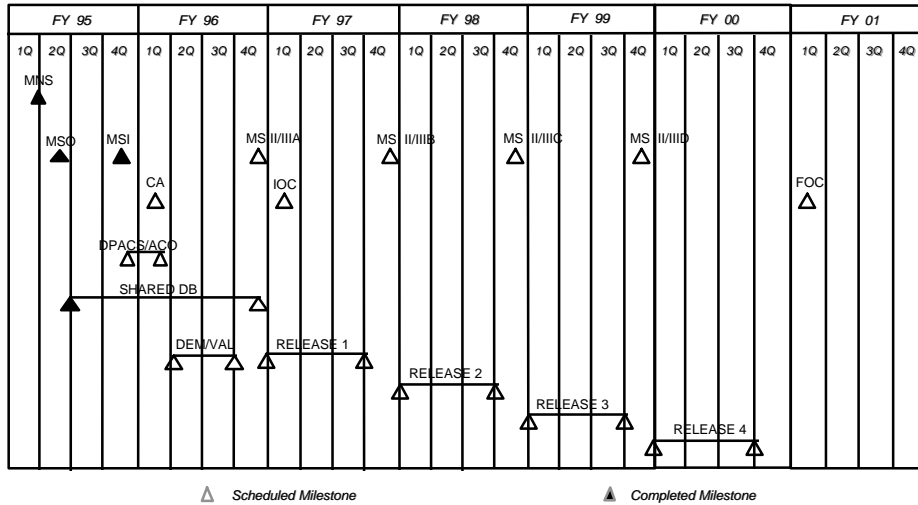# APPENDIX F. DOD-WIDE INITIATIVE SCHEDULE

This Appendix presents the master schedule for the DoD-Wide Initiatives. This schedule projects the fiscal quarter for the environmental and functional tests, system deployment, and training. These projections are as of publication date and are subject to change. Personnel should contact the Project Officers for detailed schedule dates and duration.

SPS Program Schedule

	FY 95				FY 96				FY 97				FY 98				FY 99				FY 00				FY 01			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q

- MNS ▲
- MSO ▲
- MSI ▲
- CA △
- MS II/IIIA △
- IOC △
- MS II/IIIB △
- MS II/IIIC △
- MS II/IIID △
- FOC △
- DPACS/ACO △ △
- SHARED DB ▲ ——— △
- DEM/VAL △ ——— △ △
- RELEASE 1 △ ——— △
- RELEASE 2 △ ——— △
- RELEASE 3 △ ——— △
- RELEASE 4 △ ——— △

△ *Scheduled Milestone*   ▲ *Completed Milestone*

F-5

Appendix G

DCMC CORPORATE INITIATIVE SCHEDULE

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APPENDIX G. DCMC CORPORATE INITIATIVE SCHEDULE

This Appendix presents the master schedule for the DCMC Corporate Initiatives. This schedule projects the fiscal quarter for the environmental and functional tests, system deployment, and training. These projections are as of publication and are subject to change. Personnel should contact the Project Officers for detailed schedule dates and duration.

Appendix H

FUNCTIONAL APPLICATION INITIATIVE SCHEDULE

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APPENDIX H. FUNCTIONAL APPLICATION INITIATIVE SCHEDULE

This Appendix presents the master schedule for the Functional Application Initiatives. This schedule projects the fiscal quarter for the environmental and functional tests, system deployment, and training. These projections are as of publication and are subject to change. Personnel should contact the Project Officers for detailed schedule dates and duration.

Appendix I

INFRASTRUCTURE INITIATIVE SCHEDULE

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APPENDIX I. INFRASTRUCTURE INITIATIVE SCHEDULE

This Appendix presents the master schedule for the Infrastructure Initiatives. This schedule projects the fiscal quarter for the significant initiative dates as of publication. These dates are subject to change. Personnel should contact the Project Officers for detailed schedule dates and duration.

Appendix J

SUPPORT INITIATIVES

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APPENDIX J. SUPPORT INITIATIVES

This Appendix presents the master schedule for the DoD-Wide Initiatives. This schedule projects the fiscal quarter for significant dates as of publication date. Dates are subject to change. Personnel should contact the Project Officers for detailed schedule dates and duration.